

INCREASING EQUITY AT THE WORKPLACE

SUPERVISION AND MENTORING
SYSTEM TOOLKIT



**STEP 1:
TAKE THE AUDIT**



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WORK EQUITY

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Work Equity is an initiative of the Center for Social Innovation at the Boston College School of Social Work.

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Questions?

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1.0 Introduction

Step 1 engages your organization in an audit to assess the equity of your Supervision and Mentoring System.

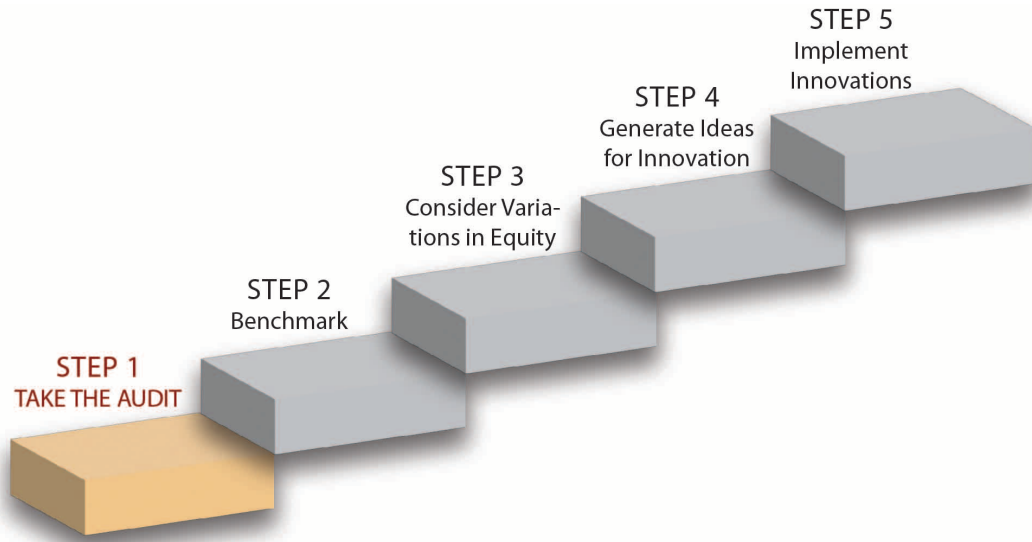


Figure 4: Step 1 of the Supervision and Mentoring System Toolkit

1.1 Roles and Responsibilities

The Leaders(s) of your Equity Initiative will decide who will be invited to respond to the Audit survey.

We consider the people who answer the Audit questions about the equity of the Supervision and Mentoring System to be “key respondents.” These are people who have some special insights about the equity of the supervision and mentoring at your organization.

Some options include:

1. members of your Equity Initiative Committee,
2. people with responsibilities for different aspects of your Supervision and Mentoring System, including HR experts and managers, and
3. employees

The group of people you invite to complete the Audit (that is, the key respondents) are not likely to be representative of your workforce overall. Most organizations will not ask a representative sample of their workforce to respond to the Audit because many employees may have only limited experience with and/or knowledge about the Supervision and Mentoring System.

It is important to remember the difference between “key respondents” and a “representative sample” of your workforce when you think about the implications of the scores. For example, if the members of your Equity Initiative Committee responded to the Audit questions, you should think about the average scores as representing the perspectives of that committee (rather than representing the perspectives of “everyone” at the organization).



1.2 Step 1 Tasks

Task 1: Respond to Questions about the Equity of the Supervision and Mentoring System

Supervision and Mentoring System Toolkit Worksheet #2 Equity Audit Questions for the Supervision and Mentoring System

Directions:

The Leader(s) of your Equity Initiative should make copies of the Audit questions below and distribute them to all of the “key respondents” who will help your organization assess the equity of the Supervision and Mentoring System.

Explain to the “key respondents”:

1. the purpose of the equity survey,
2. the process you will use and that you will keep their responses confidential/anonymous, and
3. how the results of the survey will be shared.

1. To what extent does your organization have written policies which ensure the fairness of employee access to high-quality mentoring and supervision?
Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent	
1	1.5	2	2.5	3	3.5	4	

2. To what extent are employees in your organization able to request a mentor for career development purposes?
Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent	
1	1.5	2	2.5	3	3.5	4	

3. To what extent does your organization require that supervisors/managers will participate in training about equity and inclusion at the workplace?
Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent	
1	1.5	2	2.5	3	3.5	4	

4. To what extent does your organization expect that supervisors/managers will demonstrate competencies related to equity and inclusion at the workplace?
Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent	
1	1.5	2	2.5	3	3.5	4	



5. To what extent does your organization routinely audit the fairness of supervision and mentoring? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

6. To what extent does your organization hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of employees' access to high-quality supervision and mentoring? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

7. To what extent do the actions of your organizational leaders indicate that they believe that there is a connection between the organization's DEI initiatives and the fairness of employee access to high-quality supervision and mentoring? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

8. To what extent does your organization set expectations that managers and supervisors will foster an inclusive climate in their teams? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

9. To what extent does your organization provide employees equitable access to information about supervision and mentoring? Circle your answer.

Not at All		To a Limited Extent		To Some Extent		To a Great Extent
1	1.5	2	2.5	3	3.5	4

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Task 2: Calculate the Means**Directions:**

The Leader(s) should collect the answer sheets from all the respondents.

Use Worksheet #3 below to compute the average scores for all of the responses to each item. First add the response scores together, and then divide by the number of people who answered the question to get an average score.

Supervision and Mentoring System Toolkit Worksheet #3 Sample Tally Sheet for Audit Questions

Question	Answer "Score" Respondent #1	Answer "Score" Respondent #2	Etc.	Sum Total/Divided by # Respondents to Get Average Score for Your Organiza- tion Keep for Step 2 (Benchmark) and Step 4 (Innovations).
1. To what extent does your organization have written policies which ensure the fairness of employee access to high-quality mentoring and supervision?				
2. To what extent are employees in your organization able to request a mentor for career development purposes?				
3. To what extent does your organization require that supervisors/managers will participate in training about equity and inclusion at the workplace?				
4. To what extent does your organization expect that supervisors/managers will demonstrate competencies related to equity and inclusion at the workplace?				
5. To what extent does your organization routinely audit the fairness of supervision and mentoring?				
6. To what extent does your organization hold one or more employees (e.g., supervisors; Director of DEI, etc.) accountable for monitoring the fairness of employees' access to high-quality supervision and mentoring?				
7. To what extent do the actions of your organizational leaders indicate that they believe that there is a connection between the organization's DEI initiatives and the fairness of employee access to high-quality supervision and mentoring?				
8. To what extent does your organization set expectations that managers and supervisors will foster an inclusive climate in their teams?				
9. To what extent does your organization provide employees equitable access to information about supervision and mentoring?				



 **Go to Step 2 of the Supervision and Mentoring System Toolkit: Benchmark**

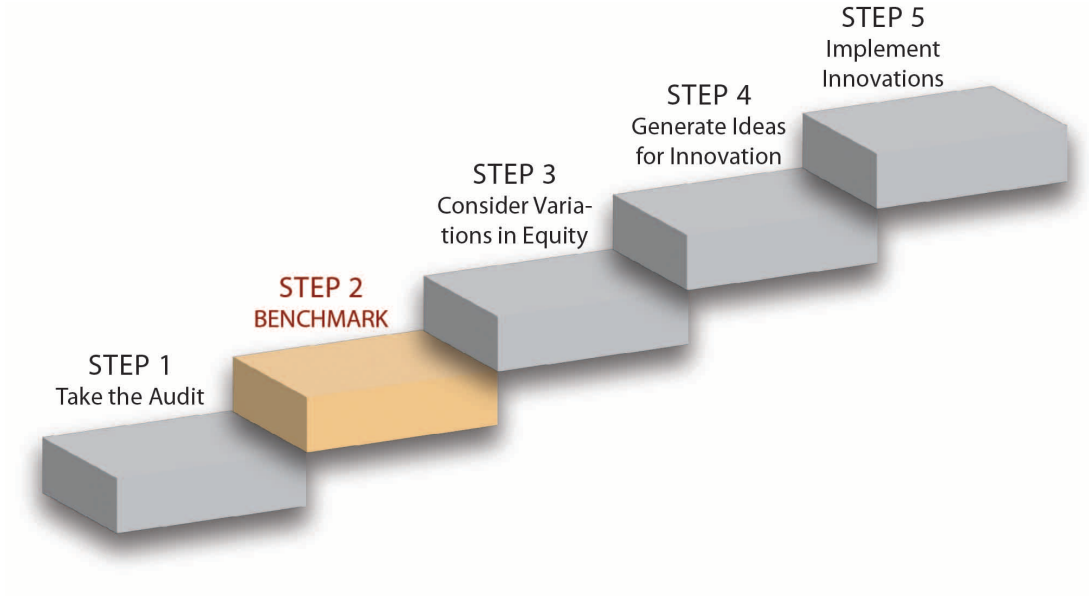


Figure 5: Step 2 of the Supervision and Mentoring System Toolkit