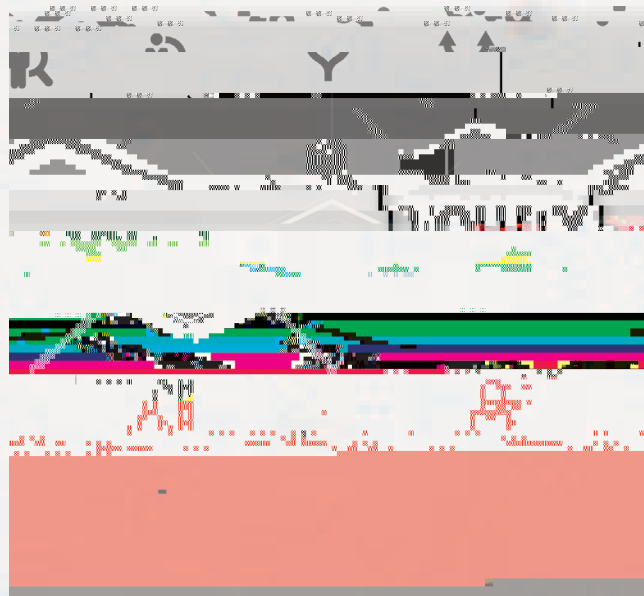


INCREASING EQUITY AT THE WORKPLACE

SUPERVISION AND MENTORING
SYSTEM TOOLKIT



**OVERVIEW:
EMPLOYMENT SYSTEMS AND
LEVERS FOR CHANGE**





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Work Equity Audit Toolkit for the Center for Social Justice and Community Engagement
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We are a part of the Center for Social Justice and Community Engagement (CSJCE) at Boston College.
For more information, visit <https://www.bc.edu/ceef> or contact us at ceef@bc.edu.

Introduction to Our Approach: Employment Systems and Levers for Change

We use a Work Equity Audit to assess the equity of our Supervision and Mentoring System.

A Work Equity Audit is a process that helps us identify areas of inequity in our Supervision and Mentoring System.

Figure 1: Employment Systems and Levers for Change. This diagram illustrates the relationship between Employment Systems and Levers for Change. Employment Systems include Policies, Practices, and Procedures. Levers for Change include Recruitment, Training, and Development. The diagram shows how these systems and levers interact to create a more equitable work environment.

We use a Work Equity Audit to assess the equity of our Supervision and Mentoring System. We use the findings from the audit to identify areas of inequity and develop a plan to address them. We use the Levers for Change to implement these changes. (See Figure 1.)

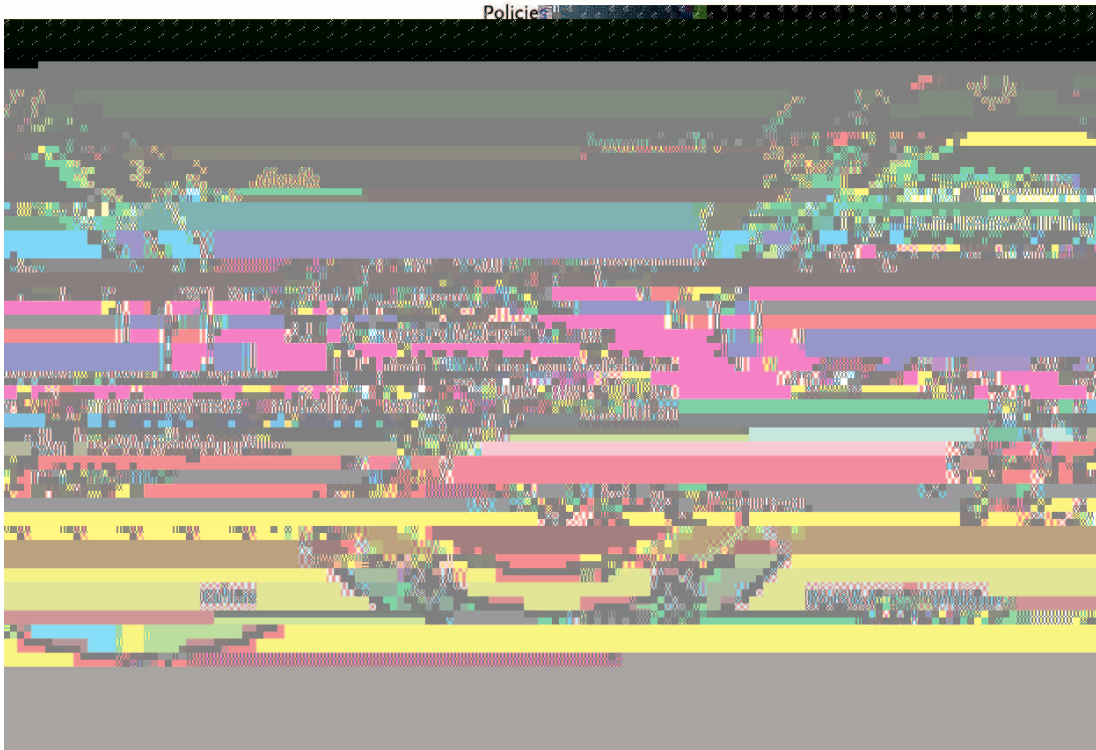



Figure 1: Employment Systems and Levers for Change


We consider Levers for Change to be different ways that your organization can strengthen the equity of your Supervision and Mentoring System.




Work Equity Audit Toolkit | Overview




Policies
 Formal (typically written) policies that establish expectations for various processes, including the equity of employment systems, such as policies that govern recruitment and hiring.



Practices
 Written or unwritten specification of steps used to complete tasks, including activities that could affect the equity of employment systems, such as "best practices" related to the supervision of employees.




Planning and Evaluation
 Planning, data collection and interpretation of information related to the equity of employment systems, such as conducting "audits" of compensation.




Assignment of Roles and Accountabilities
 Designation of one (or more) person(s) who is accountable for Diversity-Equity-Inclusion (DEI) activities related to the equity of one (or more) employment system(s), such as the selection of an HR person to assess the equity of annual employee performances.



Workplace Culture
 Values and principles espoused by the organization, including values related to Diversity-Equity-Inclusion, such as statements by top managers about the importance of workforce diversity for innovation.



Workplace Climate
 Employees' sense of their everyday work experiences, particularly experiences that affect perceptions of inclusion (that is, a sense of: belonging to the organization, being treated with respect, etc.), such as being invited to offer opinions about decisions that affect employees' jobs.



Communications
 Access to information, including information about the equity of employment systems, such as information about possible promotion opportunities.

Steps of Your Supervision and Mentoring System Equity Initiative

The Supervision and Mentoring System Equity Initiative is a 5-step process. (See Figure 2.)

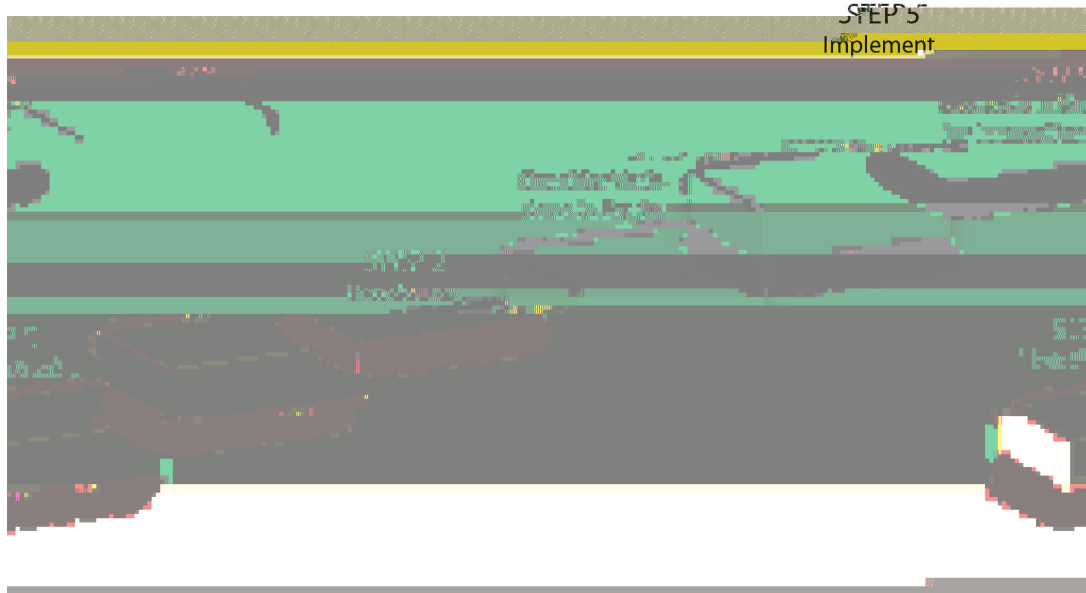


Figure 2: Steps in the Supervision and Mentoring System Toolkit

Each of the five steps in the process is described below:

- Step 1: Gather Information** (See 1: Take the Audit),
- Step 2: Assess Root Causes** (See 2: Become a Detective),
- Step 3: Develop a Vision and Plan** (See 3: Create a Vision and Plan),
- Step 4: Generate Ideas for Implementation** (See 4: Generate Ideas for Implementation), and
- Step 5: Implement** (See 5: Implement the Plan).

Roles and Responsibilities for Your Equity Assessment

It is important to have a clear understanding of the roles and responsibilities of the various stakeholders involved in the equity assessment process. The following are the roles and responsibilities of the various stakeholders:

1. The equity assessment team, including the supervisor and the mentee, will be responsible for gathering information, assessing root causes, and developing a vision and plan.
2. The equity assessment team, including the supervisor and the mentee, will be responsible for generating ideas for implementation and implementing the equity initiative.

However, it is important to note that the equity assessment process is a collaborative effort. The supervisor and the mentee must work together to ensure that the equity assessment process is successful. The following are the roles and responsibilities of the various stakeholders:



Your organization's supervision and mentoring system is designed to:

- **Leader(s) of Your Supervision and Mentoring System Equity Initiative:** The organization's leader(s) is/are responsible for:
 - (1) Establishing the organization's supervision and mentoring system equity initiative.
 - (2) Allocating resources (funding, staff, and space) to support the initiative.
 - (3) Communicating the organization's vision and goals for the initiative.
 - (4) Evaluating the organization's progress and making adjustments as needed.
- **Members of Your Equity Initiative Committee:** The leader(s) of the initiative should have a committee of representatives from various departments and levels of the organization. The committee should be responsible for:
 - Developing and implementing the organization's supervision and mentoring system equity initiative.
 - Monitoring the organization's progress and making adjustments as needed.
 - Communicating the organization's vision and goals for the initiative.
- **Stakeholders in Your Equity Initiative:** The leader(s) of the initiative should have a list of stakeholders who are affected by the initiative. These stakeholders should be consulted throughout the process to ensure that their needs and perspectives are taken into account.
- **Top Managers at Your Organization:** The organization's top managers should be responsible for:
 - Providing the organization's vision and goals for the initiative.
 - Allocating resources to support the initiative.
 - Monitoring the organization's progress and making adjustments as needed.

The Process

Organizational culture and values are the foundation of the process.

Decision:

The organization's leader(s) will create a working committee (see #1) to develop a plan for the organization's supervision and mentoring system equity initiative. The committee will be responsible for developing the organization's supervision and mentoring system equity initiative, and for monitoring the organization's progress and making adjustments as needed.

Go to next page for Worksheet #1



Supervision and Mentoring System Toolkit Worksheet #1

Sample Workplan for Completing Tasks for the Supervision and Mentoring System Toolkit

Step/ Task	People Involved/Responsible	Target Date for Completion
Form the Supervision and Mentoring System Equity Initiative Committee		
Prepare a letter/email inviting employees to join the Supervision and Mentoring System Equity Initiative.		
Confirm the membership of the Supervision and Mentoring System Equity Initiative Committee.		
Step 1: Take the Audit		
Distribute questions to people who will take survey. (Worksheet #2)		
Aggregate the responses. (Worksheet #3)		
Step 2: Benchmark		
Copy average scores onto Worksheet. (Worksheet #4)		
Compare your organization's scores to data from the National Study of Workplace Equity. (Worksheet #5)		
Discuss the results of your benchmarking with the Equity Initiative Committee.		
Step 3: Consider Variations in Equity		
Convene a meeting of the Equity Initiative Committee to discuss Worksheet #6.		
Step 4: Generate Ideas for Innovation		
Convene a meeting(s) to generate ideas for innovation.		
Determine strengths of Levers for Change. (Worksheet #7)		
Consider innovations in Levers for Change in the Supervision and Mentoring System. (Worksheet #8)		
Consider ideas for flexible supervision and mentoring practice innovations. (Worksheet #9)		
Prioritize ideas for innovation in the Supervision and Mentoring System. (Worksheet #10)		
Step 5: Implement Innovations		
Specify metrics to measure possible change associated with the pilot of innovation. (Worksheet #11)		
Consider impact of supervision and mentoring innovation on other Levers for Change. (Worksheet #12)		
Implement pilot.		
Monitor implementation process.		
Convene meeting to consider possible implications for the equity of other employment systems.		
Communicate outcomes associated with pilot. (Worksheet #13)		



Go to Step 1 of the Supervision and Mentoring System Toolkit: Take the Audit.

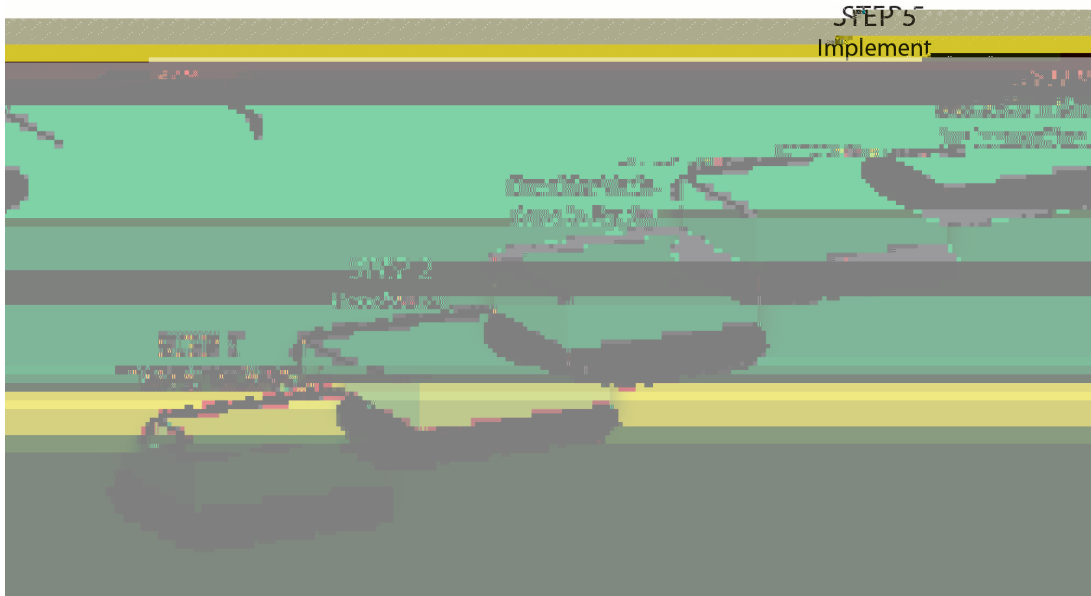


Figure 3: Step 1 of the Supervision and Mentoring System Toolkit