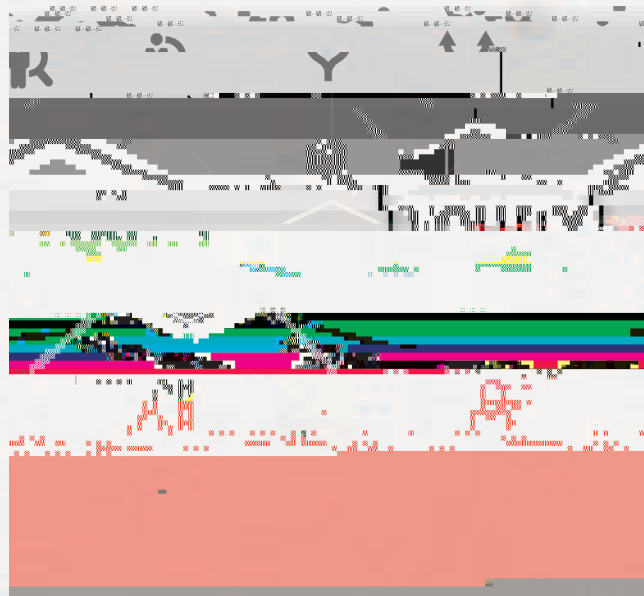# INCREASING EQUITY AT THE WORKPLACE

SUPERVISION AND MENTORING SYSTEM TOOLKIT

OVERVIEW:
EMPLOYMENT SYSTEMS AND LEVERS FOR CHANGE

D ec

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Work Equity a a #e f e Ce e f S c a l #a a eB   C e eSc fS c a W .
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Work Equity a ef f f d ece #ed f W R ef e Na a S d f W ace E .
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Introduction to Our Approach: Employment Systems and Levers for Change

We consider the **Supervision and Mentoring System**.

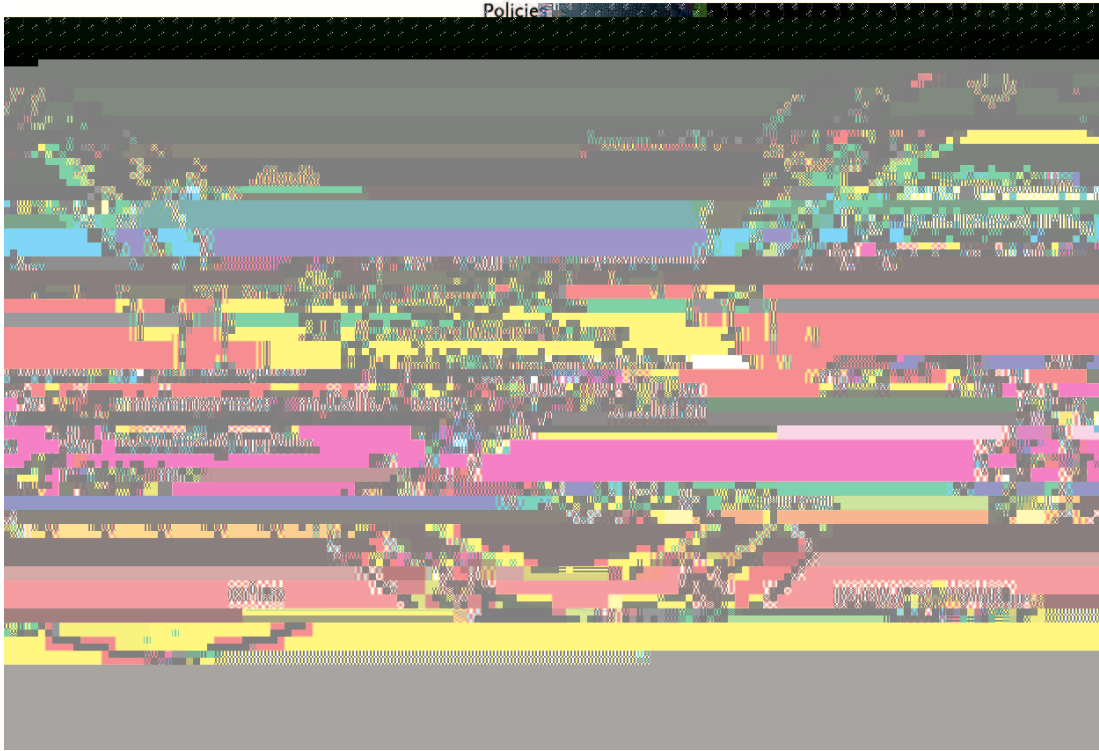We refer to these as **Levers for Change**. (See Figure 1.)

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.

Supervision and Mentoring System

We ... e ..ef ... de ... f ..e Le#e f C..a.. e:

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 speci cation of steps used to complete tasks, including activities that could a ect 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 a ect perceptions of inclusion (that is, a sense of: belonging to the organization, being treated with respect, etc.), such as being invited to o er opinions about decisions that a ect employees' jobs.

Communications

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

We ..e-# ..e Le#e f C..a.. e f ..e S.. e-# ..a..d Me.. .. S.. e .. Se .. 3 a..d 4 f ..
T ... .

Steps of Your Supervision and Mentoring System Equity Initiative

T e S e #   a d Me   S   e E   T   a ed   5 e . (See F   e 2.)
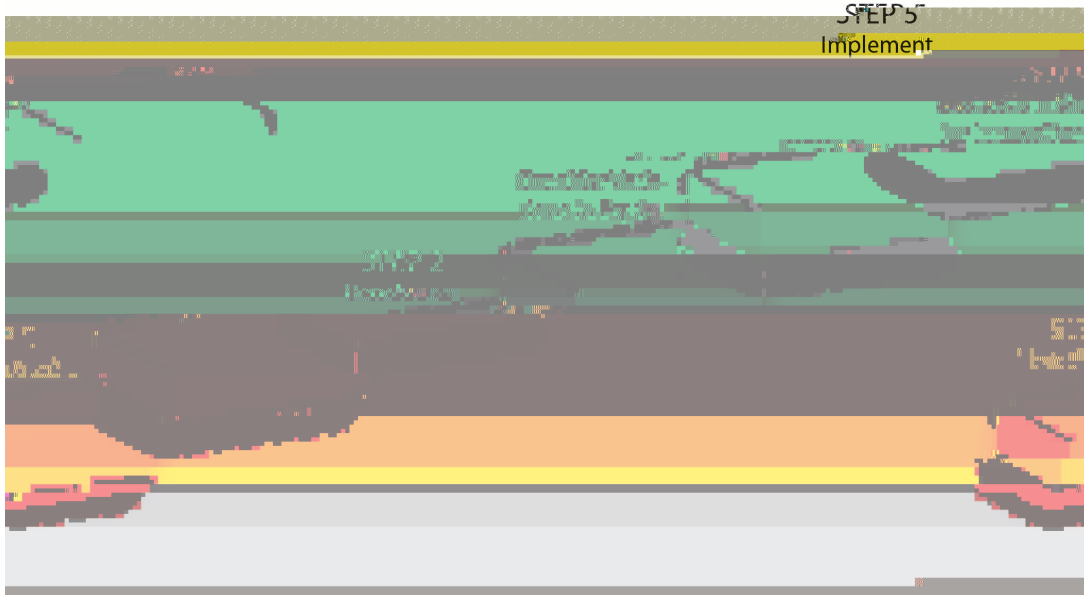

Figure 2: Steps in the Supervision and Mentoring System Toolkit

Eac f e e   e T   e ec a de   ce :

- **gathering information** ab   e   e a d   e (S e 1: Ta e e A d),
- a   ab   b e **root causes** f e   e (S e 2: Be a),
- e   **deeper understanding** f e   ee e e e ce (S e 3: C   de Va a   E   ),
- **brainstorming and re ning ideas** f   #a   S e #   a d Me   S e (S e 4: Ge e a e Idea f I   #a   ), a d
- **pilot testing** (S e 5: I   e e I   #a).

Roles and Responsibilities for Your Equity Assessment

I   be a e e   f e a e, a de a e   a a e   dec de   e a e 5 e   f e T   a a a :

1.   e a ca   a   ab   e e   f e S e #   a d Me   S e , a d

2. e ead   a e dea ab   e e   f S e #   a d Me   S e a d a e e   f eade f e a a .

H   e#, a a a a   a e (e e) a c   e   #a   DEI   bab   d   a e a ea   f e e (b f d' e   a ea f e a a) eac f e T   ac # e .

Supervision and Mentoring System

- **Leader(s) of Your Supervision and Mentoring System Equity Initiative:**
- **Members of Your Equity Initiative Committee:**
- **Stakeholders in Your Equity Initiative:**
- **Top Managers at Your Organization:**

The Process

Go to next page for Worksheet #1

Supervision and Mentoring System

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 MentoringSystem Equity Initiative Committee		
Prepare a letter/email inviting employees to join the Supervision and Mentoring System Equity Initiative.		
Con rm 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 exible 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)		

Supervision and Mentoring System

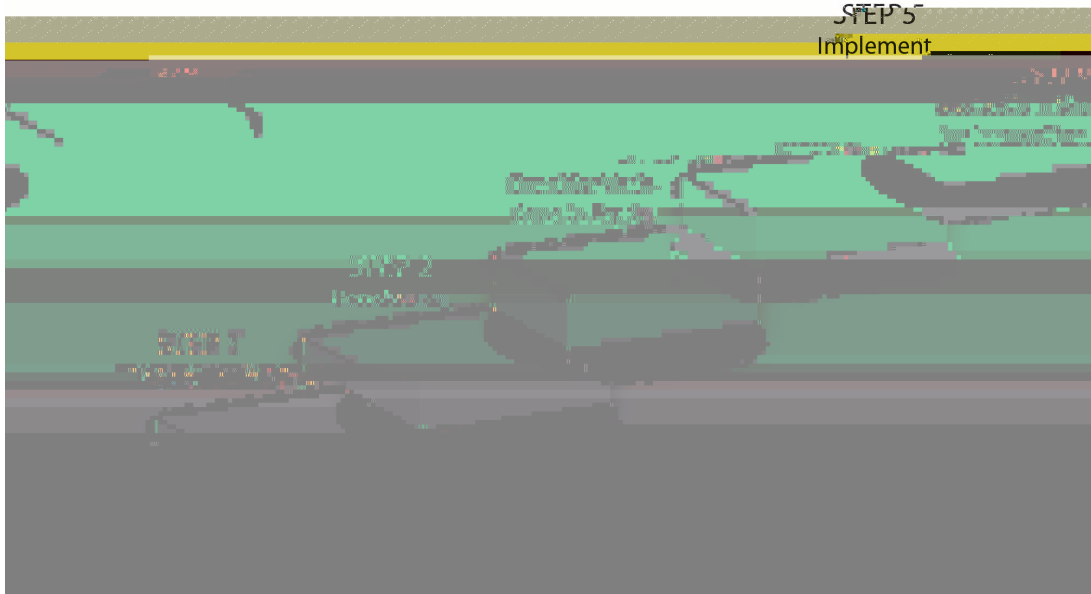## Go to Step 1 of the Supervision and Mentoring System Toolkit: Take the Audit.

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