



# Appendix 1

## Inclusive Supervision Inventory

Reflecting upon your *current* supervisory practices, read each of the 24 statements and indicate on the scale below *how often* you engage in the stated behavior or practice.

As a supervisor I ...	Never	Rarely	Sometimes	Often	Always
1. Create an environment in which everyone’s voice is valued equally	0	1	2	3	4
2. Acknowledge aspects of supervisees’ cultural identity in the workplace	0	1	2	3	4
3. Demonstrate a willingness to experience personal discomfort in navigating issues of inclusion and social justice	0	1	2	3	4
4. Actively invite my supervisees into conversations about social justice and inclusion	0	1	2	3	4
5. Am willing to learn new ways of interacting with others	0	1	2	3	4
6. Celebrate aspects of my supervisees’ cultural identity in a constructive and respectful manner	0	1	2	3	4

(Continued)

(Cont.)

As a supervisor I ...	Never	Rarely	Sometimes	Often	Always
7. Am open and honest about the limits of my knowledge surrounding issues of inclusion and social justice	0	1	2	3	4
8. Demonstrate consideration for equity and inclusion in hiring practices	0	1	2	3	4
9. Am open to conversations about the different aspects of my supervisees' identity	0	1	2	3	4
10. Seek out opportunities to enhance my awareness of individuals with social identities that differ from my own	0	1	2	3	4
11. Allow for exploration of multiple aspects of a problem	0	1	2	3	4
12. Am willing to invest time and effort to get to know my supervisees personally	0	1	2	3	4
13. Use diverse approaches to accommodate different thinking and learning styles	0	1	2	3	4
14. Appropriately navigate personal and professional boundaries in professional interactions	0	1	2	3	4
15. Talk to my supervisees about aspects of their identity with which I may be less knowledgeable in a manner that is comfortable for them	0	1	2	3	4
16. Demonstrate a willingness to learn about my supervisees' culture	0	1	2	3	4
17. Prompt my supervisees to think about how their cultural	0	1	2	3	4

(Continued)



(Cont.)

As a supervisor I ...	Never	Rarely	Sometimes	Often	Always
identity influences their professional practice					
18. Create a sense of care in the workplace	0	1	2	3	4
19. Help my supervisees successfully navigate their position within the organization's political climate	0	1	2	3	4
20. Create an environment where supervisees can voice concerns about my understanding of diversity-related issues	0	1	2	3	4
21. Intentionally develop diversity goals and appropriately link them to performance	0	1	2	3	4
22. Create an environment where feedback on my supervisory practice is welcome	0	1	2	3	4
23. Recognize that my supervisees' culture is the foundation upon which their identity is based	0	1	2	3	4
24. Acknowledge when I make a cultural mistake	0	1	2	3	4

## INCLUSIVE SUPERVISION INVENTORY

### *Scoring Rubric*

Record your self-reported score for each of the items below. Then sum your scores for each respective sub-scale to determine your frequency of engagement in these inclusive supervision practices.

### **Creating Safe Spaces**

Item 1 \_\_\_\_\_  
Item 5 \_\_\_\_\_  
Item 11 \_\_\_\_\_  
Item 12 \_\_\_\_\_



Item 13 \_\_\_\_\_  
Item 14 \_\_\_\_\_  
Item 18 \_\_\_\_\_  
Item 19 \_\_\_\_\_  
Item 20 \_\_\_\_\_  
Item 22 \_\_\_\_\_  
**Total** \_\_\_\_\_/40

**Score:**

31–40 Actively works to Create Safe Spaces  
21–30 Often works to Create Safe Spaces  
11–20 Occasionally works to Create Safe Spaces  
0–10 Rarely works to Create Safe Spaces

Supervisors with strong scores in Creating Safe Spaces solicit and openly welcome feedback from supervisees on their supervisory skills. Supervisors make an effort to accommodate different learning and personality styles, demonstrate care for staff well-being, and help staff navigate organizational and institutional culture. Supervisors that would like to strengthen this pillar of inclusive supervision are encouraged to focus on creating environments where all individuals feel comfortable expressing themselves and where all staff feel valued.

**Cultivating Holistic Development**

Item 2 \_\_\_\_\_  
Item 6 \_\_\_\_\_  
Item 9 \_\_\_\_\_  
Item 15 \_\_\_\_\_  
Item 16 \_\_\_\_\_  
Item 17 \_\_\_\_\_  
Item 23 \_\_\_\_\_  
**Total** \_\_\_\_\_/28

**Score:**

22–28 Actively works to Cultivate Holistic Development  
15–21 Often works to Cultivate Holistic Development  
8–14 Occasionally works to Cultivate Holistic Development  
0–7 Rarely works to Cultivate Holistic Development

Supervisors with strong scores on Cultivating Holistic Development demonstrate a willingness to learn about the unique identities of their supervisees. They recognize, acknowledge, and celebrate aspects of individuals' identities in the workplace (as welcomed by staff) and provide



opportunities for staff to share/discuss their identities. Supervisors that would like to strengthen this pillar of inclusive supervision are encouraged to find ways to both welcome staff identities within the workplace and support the multiple intersections of those identities in the professional role.

### Demonstrating Vulnerability

Item 3 \_\_\_\_\_  
Item 7 \_\_\_\_\_  
Item 10 \_\_\_\_\_  
Item 24 \_\_\_\_\_  
**Total** \_\_\_\_\_/16

#### Score:

13–16 Actively Demonstrates Vulnerability  
9–12 Often Demonstrates Vulnerability  
5–8 Occasionally Demonstrates Vulnerability  
0–4 Rarely Demonstrates Vulnerability

Supervisors with strong scores on Demonstrating Vulnerability seek out new opportunities to enhance their own knowledge on issues of diversity and, perhaps most importantly, openly acknowledge mistakes or the limits of their knowledge or experience. They intentionally seek out constructive feedback on the supervisory process and demonstrate humility and an openness to change. Supervisors that would like to strengthen this pillar of inclusive supervision are encouraged to seek opportunities to receive feedback on supervisory capacity, openly welcome opportunities for learning, personal growth, and change.

### Building Capacity in Others

Item 4 \_\_\_\_\_  
Item 8 \_\_\_\_\_  
Item 21 \_\_\_\_\_  
**Total** \_\_\_\_\_/12

#### Score:

10–12 Actively Builds the Capacity of Others  
7–9 Often Builds the Capacity of Others  
4–6 Occasionally Builds the Capacity of Others  
0–3 Rarely Builds the Capacity of Others

Supervisors with strong scores on Building Capacity in Others encourage and promote the development of a supervisee's multicultural competence



through professional development, training, or informal conversations. Supervisors strong in this capacity model a lived philosophy of inclusion in their daily interactions, hiring practices, operations, and challenge their staff to recognize areas of privilege or opportunities for inclusion. Supervisors that would like to strengthen this pillar of inclusive supervision are encouraged to consistently and intentionally develop opportunities to further staff's multicultural competence through formal and informal ways.

While an overall inclusive supervision score might provide insight and opportunity for reflection on your practices, the true opportunity for learning about your strengths and areas for growth lie within the respective tenet sub-scores. Your ability to reflect on the practices within each tenet will allow you to develop strategies for furthering your inclusive supervision practices overall.