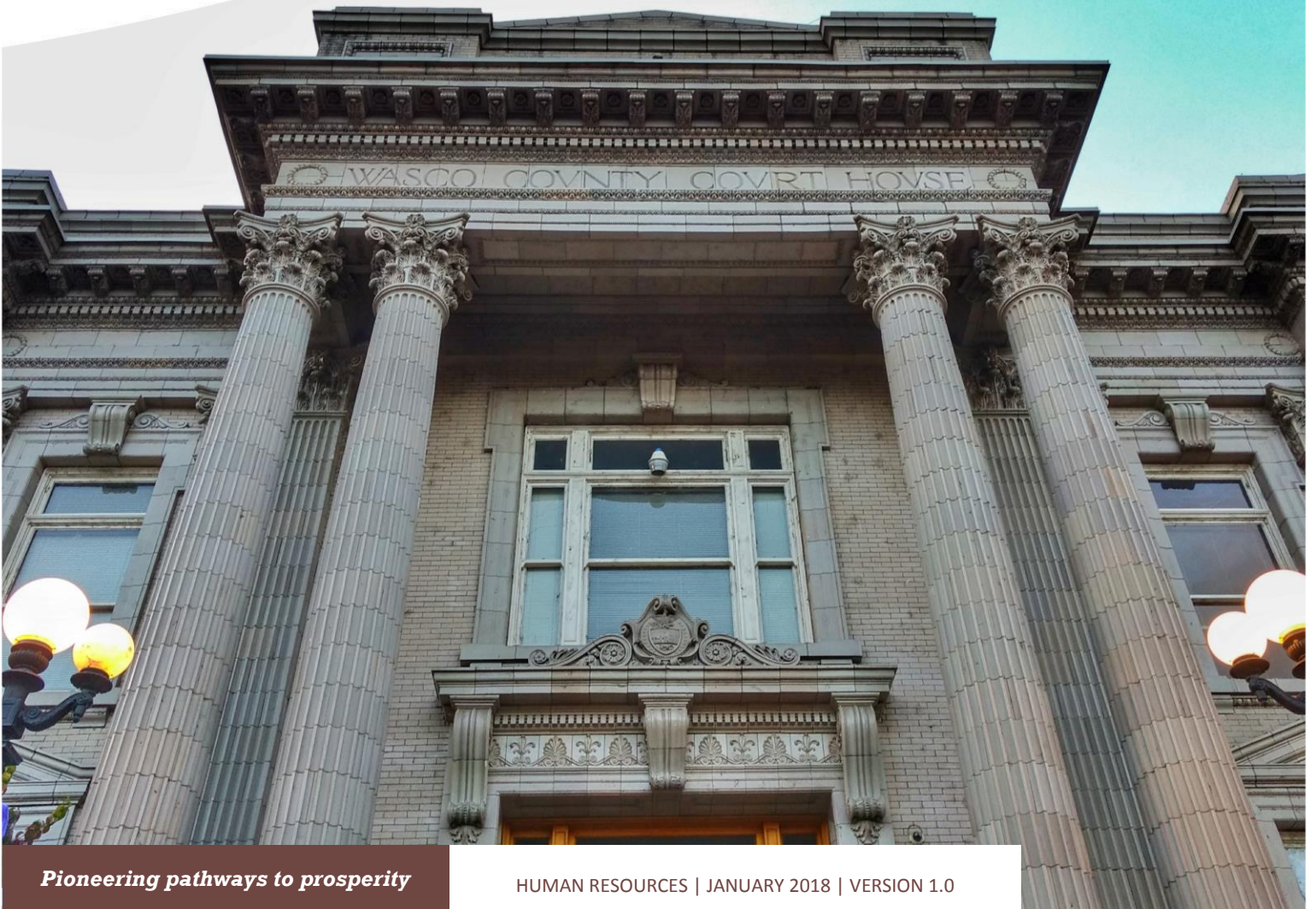


Mentorship Program

Toolkit



What is mentoring and how does it work?

“In order to be a mentor, and an effective one, one must care. You must care. You don’t have to know how many square miles are in Idaho, you don’t need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know and care about the person, care about what you know and care about the person you’re sharing with.”

– Maya Angelou

THIS TOOLKIT

This toolkit is designed to provide you with a better understanding of what mentoring is, the roles of a mentor and a mentee, building a productive relationship and how to address common pitfalls. It is to be used as a resource for developing an action plan and agreement between the mentor/mentee(s).

MENTORING DEFINED

Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentee) in developing specific skills and knowledge that will enhance the less-experienced person’s professional and personal growth.

BENEFITS OF MENTORING

A successful mentoring program offers many benefits to an organization and to the individuals involved. It enhances strategic initiatives, reduces turnover, improves productivity, encourages retention and engagement and helps break down “silos” between departments. Mentoring also enhances professional development and links employees with valuable knowledge and information to other employees in need of such information.

WHY IT IS IMPORTANT

An organization’s culture is only as strong as the people who bring it to life. Having the right people, who believe in and live out the core values of Wasco County, ensure that we foster a tradition of cultural ambassadors; individuals who embrace continuous growth and seek opportunities to improve and develop.

By being a mentor you are helping to make an investment to support your mentee by providing them with additional tools, coaching, accountability, honest and kind communication, follow-through and trust.

To be involved in a mentoring relationship is a privilege for both participants, and as a result it is important to be gracious and thoughtful towards each other. When unclear about what to do or how to act, ask your mentor/mentee or please seek guidance from the Human Resources Manager.

Objectives

- Help identify and achieve career development and personal growth goals that support strategic planning.
- Foster higher levels of engagement.
- Support a culture that sees mentorship as an effective way of developing individuals.
- Create opportunities to meet and partner with others of different job titles, departments and cultural backgrounds.
- Equip participants with the tools necessary to perform to the highest degree within their current role.
- Create a bridge between culture, succession planning and individual performance.

Mentorship Program Expectations/Goals

One-on-One Mentoring

- Meet (at least) monthly for 60 minutes with your mentee(s).
- “Check-in” with your mentee(s) more frequently: phone, lunch, coffee break, etc. at least once a week, to start.
- Create mentorship agreement.
- Establish a trusting relationship.
- Assist and challenge mentee(s) with their personal and professional goals.
- Mentorship program is to last for 6 months (new hire probationary period).

Mentor Role

Each mentor/mentee relationship is unique and requires the mentor to be flexible in their mentoring approach. *Reminder: The mentor’s focus is to help the mentee grow and develop in their profession.*

- Provide professional guidance and feedback to mentee (be a resource);
- Be a cultural ambassador to mentee;
- Share knowledge, skills and abilities with mentee (institutional knowledge);
- Identify and resolve potential obstacles;
- Assist mentee with developing personally and professionally; and
- Provide support when needed (be an advocate and play devil’s advocate).

Mentee Role

As a mentee, you will play many different roles during the course of your mentorship. The following are some important roles to keep in mind:

- Identify the skills, knowledge and goals that you want to achieve and communicate them to your mentor;
- Bring up new topics that are important to you;
- Provide feedback to your mentor;
- Develop and maintain a mentoring action plan in reference to goals, professional development and timeframes;
- Work with your mentor to seek resources for learning; and
- Take full advantage of this opportunity to learn about the county, your job and our culture.

Building a Productive Relationship

Every interaction with your mentor/mentee presents an opportunity to promote our culture and foster the next generation of cultural ambassadors. A productive mentoring relationship is supported by trust, confidentiality and communication.

How to Build Trust

- Be honest and open
- Be flexible and accessible
- Keep commitments
- Base feedback on first-hand observation
- Be transparent and consistent
- Be respectful

How to Build Confidentiality

- Agree on boundaries.
- Clarify Human Resources expectations about topics that should be reported
- Be open to sharing and discussion that isn't tied directly to your goals
- Act with integrity
- Seek approval to share information with others
- Seek clarification/understanding when needed

How to Build Communication

- Be present and attentive
- Be timely with your questions

- Look for unspoken messages
- Use non-verbal's to demonstrate listening and understanding
- Provide thoughtful responses-try to avoid "yes/no" responses

Delivering Feedback

Feedback is less about what is said and more about what is heard. Mentoring is not a one-way street. Delivering feedback goes both ways. Your feedback will only be heard if you have built adequate trust with your mentor/mentee over time and if you find the right moment to deliver it.

Delivering effective feedback is a learned skill that takes time and practice. Here are a few simple rules for delivering effective feedback:

- Always deliver feedback as close in time to the occurrence as possible (positive or constructive).
- Be specific.
- Be cognizant of where you are delivering feedback. Positive can be delivered in public, constructive feedback should be delivered privately.
- Make sure it is relevant to the situation at hand.

Common Pitfalls

It is natural and expected for mentoring relationships to experience set-backs from time to time. Do your best to avoid or minimize these setbacks by being aware of common mentorship pitfalls.

- Having unrealistic expectations for the relationship and focusing on too much, too soon.
 - Be realistic about what can be accomplished in 6 months. Make sure that goals are being clarified and expectations are set at the onset of the relationship. Make sure everything is tracked in the mentorship agreement.
- Getting side-tracked by work timelines and/or previous commitments.
 - If you have set a day/time for your mentorship meetings, stick to them. It is understandable if emergencies arise but make sure you are keeping your commitments to one another. REMINDER: Relationships are primary.
- Expecting a mentor to provide all the answers.
 - The mentorship program works if you make it work. Both parties need to participate and be involved. Don't rely on your mentor to have all the

answers. Work together to uncover solutions and approaches that work for the both of you.

- Being too nice or patient and not saying what needs to be said.
 - As mentioned above, effective feedback is critical to building trust in a mentoring relationship. If you need to deliver constructive feedback make sure you are stating it clearly and timely.
- Moving too quickly through trust building.
 - Take it one step at a time. Anyone entering a new job is overwhelmed by the amount of information coming at them. Make sure you are taking the time to build trust with each other. If it isn't a good fit, over time, that decision can be made and solutions can be presented.
- Getting frustrated with the lack of progress made/achieved.
 - Remember, mentoring is an on-going development process for both the mentor and the mentee. There will be periods of significant progress and periods where development stalls. Avoid frustration by checking in with each other, providing feedback about the mentoring relationship and referring back to the mentorship agreement. If changes need to be made to the agreement, make them.

Resources

The Mentorship Agreement*

The mentorship agreement brings clarity to the mentor and the mentee's goals and expectations for the relationship and defines their working relationship together. The sole purpose of completing a mentorship agreement is to benefit the mentorship relationship. ***Agreements will not be collected or reviewed by anyone outside of the mentoring relationship.***

*Agreement template attached below

Guidelines for Completing the Agreement

- Review the mentorship template prior to your first meeting with your mentee and ask that they do the same.
- By the end of your first meeting, you should have discussed initial thoughts on the mentorship agreement and at a minimum, had ideas on each section.
- The mentorship goals and style sections may require additional thinking beyond the first meeting. Each of you should take these sections as action items and plan to finalize the agreement during your second meeting.
- Refer back to and modify the agreement throughout the relationship, as necessary.

The First Meeting-Tips for Mentees

The focus of your first meeting is for you and your mentor to get to know one another better. Come prepared to discuss development areas and what you would like to get out of the mentorship relationship.

Prepare for the Conversation

- Develop your “getting to know you” questions.
 - What else would I like to know about my mentor?
 - What else am I prepared to share about myself to build trust and rapport?
- Start to think about your professional development areas.
 - What assignments/projects do I want to work on this year?
 - What are 2-3 professional/personal goals I want to accomplish this year?
 - What resources/tools will I need to accomplish this?
 - How can my mentor assist?
- Self-reflect on Outcomes.
 - How did your first meeting go with your mentor?
 - What commitments did you make to your mentor? To yourself?

- What steps do you need to take to accomplish your goals?
- What support do you need from your mentor or your Director/Manager?
- What would you like to cover at your next meeting?

The First Meeting-Tips for Mentors

The first meeting with your mentee is your chance to build their excitement around the possibilities of the relationship and your willingness to explore them. Consider using some of the questions below to help guide your conversation.

Learn about your mentee and their mindset

- Would you please tell me about yourself?
- What are your short-term goals/long-term goals?
- What are 2 to 3 things you would like to accomplish this year?
- What do you hope to achieve out of this mentoring relationship?

Gauge their self-awareness and development needs

- How best do you like to receive feedback?
- Are you comfortable sharing feedback you have received from your Director/Manager?
- How can I best support you and your professional development goals?
- How will we know that mentoring is providing value?

Questions to consider

What do you hope to learn from this relationship?

What are your goals for this relationship?

How do you want to schedule meetings and communicate with one another?

How will meeting time be arranged?

Remember: Pay attention to the quality of the communication, use your judgment to pace the conversation. Your goal in the first meeting is to connect, build trust and rapport, not to power through all of the questions.

CIS Learning Center Portal

For additional training on Mentoring, please visit the CIS website at;
www.learn.cisoregon.org

Course: Fostering Mentoring Relationships

Mentoring Agreement

Brainard, Harkus & George (1988)

We are voluntarily entering into a mentoring relationship from which we both expect to benefit. We want this to be a rich, rewarding experience with most of our time together spent in professional development activities. To this end, we have mutually agreed upon the terms and conditions of our relationship as outlined in this agreement.

Objectives

We hope to achieve:

To accomplish this we will:

Confidentiality

Any sensitive issues that we discuss will be held in confidence. Issues that are off-limits in this relationship include:

Frequency of Meetings

We will attempt to meet at least one time per month for 60 minutes. We will also agree to “check-in” at least once a week either in person, via e-mail, phone, etc.

Duration

We have determined that our mentoring relationship will continue as long as we both feel comfortable or until the 6 month probationary period has been completed.

No-Fault Termination

We are committed to open and honest communication in our relationship. We will discuss and attempt to resolve any conflicts as they arise. If, however, one of us needs to terminate the relationship for any reason, we agree to abide by one another’s decision.

Mentor

Mentee

Date

Date

Mentoring Action Plan (Sample)

Mentor Name: _____

Mentee Name: _____

Mentoring Goals and Objectives:

1. _____
2. _____
3. _____
4. _____
5. _____

Mentoring Goal 1

Support and maintain a successful mentoring relationship.

Primary Support Person: Mentor

<u>Goal/Objective</u>	<u>Competency</u>	<u>Beginning Date</u>	<u>End Date</u>	<u>Status</u>
Engage in mentoring meetings twice a month for six months. Create an agenda and forward prior to our meeting.	Communication	Jan. 17, 2018	July, 2018	In progress
NOTES:	Jan 17: My mentor and I have come up with a meeting schedule.			

Mentoring Goal 2

Improve presentation skills.

Primary Support Person: Direct Supervisor

<u>Goal/Objective</u>	<u>Competency</u>	<u>Beginning Date</u>	<u>End Date</u>	<u>Status</u>
Join toastmasters	Time Management	Feb. 2018	December 2018	Finished
NOTES:				
NOTES:				

Mentoring Goal 3

Primary Support Person: _____

<u>Goal/Objective</u>	<u>Competency</u>	<u>Beginning Date</u>	<u>End Date</u>	<u>Status</u>
NOTES:				
NOTES:				

Mentor Goal 4

Primary Support Person: _____

<u>Goal/Objective</u>	<u>Competency</u>	<u>Beginning Date</u>	<u>End Date</u>	<u>Status</u>
NOTES:				
NOTES:				

Mentoring Goal 5

Primary Support Person: _____

<u>Goal/Objective</u>	<u>Competency</u>	<u>Beginning Date</u>	<u>End Date</u>	<u>Status</u>
NOTES:				
NOTES:				

Program Accomplishments:
