

Establishing a Mentorship Program Framework

November 8, 2011



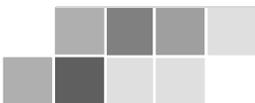
Project Summary

More and more organizations are creating formal mentoring programs for various reasons. From increased morale to increased organizational productivity and career development, the benefits of an organization that actively supports mentoring are numerous. However, successful mentoring programs do not just happen. Organizations must first make a strong business case to demonstrate why the organization should devote the time, attention and resources required to make a formal mentoring process work. Reasons for establishing a mentoring program must be linked to the organization's business goals. Some of the reasons why agencies choose to establish mentoring programs include:

- **On-boarding process**
- **Skills Enhancement**
- **Professional Identity**
- **Career Development**
- **Leadership and Management Development**
- **Education Support**
- **Organizational Development and Culture Change**
- **Customer Service**
- **Staff Retention**
- **Recruitment**
- **Knowledge Management/Knowledge**

Project Goal

- **As part of the On-boarding process** -- mentoring helps new recruits, trainees or graduates settle into the organization;
- **Skills Enhancement** -- mentoring enables experienced, highly competent staff to pass their expertise to others who need to acquire specified skills;
- **Professional Identity** -- when younger employees are early in their careers, they need help understanding what it means to be a professional in their working environment. Professionals embody the values of the profession and are self-initiating and self-regulating. Mentors play a key role in defining professional behavior for new employees. This is most important when employees first enter employment in State government;
- **Career Development** -- mentoring helps employees plan, develop, and manage their careers. It also helps them become more resilient in times of change, more self-reliant in their careers and more responsible as self-directed learners;
- **Leadership and Management Development** -- mentoring encourages the development of leadership competencies. These competencies are often more easily gained through example, guided practice, or experience rather than solely education and training;
- **Education Support** -- mentoring helps bridge the gap between theory and practice. Formal education and training is complemented by the knowledge and hands-on experience of a competent practitioner;
- **Organizational Development and Culture Change** -- mentoring can help communicate the values, vision and mission of the organization; a one-to-one relationship can help employees understand the organizational culture and make any necessary changes;
- **Customer Service** -- mentoring assists in modeling desired behaviors, encouraging the development of competencies in support of customer service, and above all, cultivating the right attitudes;
- **Staff Retention** -- mentoring provides an encouraging environment through ongoing interactions, coaching, teaching, and role modeling that facilitates progression within the organization; mentoring has been found to influence employee retention because it helps



establish an organizational culture that is attractive to the top talent clamoring for growth opportunities. Mentoring is a tangible way to show employees that they are valued and that the company's future includes them;

- **Recruitment** -- mentoring can enhance recruitment goals by offering additional incentives to prospective employees; and
- **Knowledge Management/Knowledge Transfer** -- mentoring provides for the interchange/exchange of information/knowledge between members of different organizations.

Project Outcome

Develop a framework for the implementation of a Mentoring program at any state agency.

Project Benefits

Because a mentoring program, either for career or interpersonal enhancement, is built on mutual trust and respect of the individuals involved, much care should be given to its development and implementation. While organizational mentoring programs may take on different shapes and structures, there are certain critical steps that must be considered by any group embarking on establishing a mentoring program. Below are elements of effective practice that have proven effective in a wide range of existing mentoring programs. **[Note:** These activities are taken from Best Practices of current mentoring programs from State and Federal agencies, private sector, and from secondary research.]

Project Team

For more information about this project, contact team members

- Larome Myrick — Larome.Myrick@drc.state.oh.us
- Ryan Brenneman - Ryan.Brenneman@dot.ohio.gov
- Lawrence Yawn — Lawrence.Yawn@dot.state.oh.us
- Karl Koenig — Karl.Koenig@ode.ohio.gov
- Elena Sanders — Elena.Sanders@ode.ohio.gov
- Helena Carter – Helena.Carter@odc.ohio.gov

