

	<u>PEER PARTNER</u>	<u>COACH</u>	<u>MENTOR</u>
DEFINITION	A short-term peer-to-peer relationship that pairs a new hire with a current employee to familiarize the new employee with the “norms” of the organization and to ensure the new employee has the necessary resources to perform his or her job duties.	A short-term method of continuous improvement in which an experienced or skilled coach, most often a supervisor, directs an employee in improving performance in specific role-related tasks, behaviors, or both.	A long-term method of career development in which a mentor in a leadership role is matched with a less experienced protégé for the purpose of imparting guidance and advice from the mentor’s experience and perspective.
GOALS	The peer partner acclimates the new employee to the organization relatively quickly in order to become more productive sooner.	The coach directs the learning to impart skills as well as to support improved performance and to correct the employee’s inappropriate behavior.	The protégé requests support and guidance, resulting in personal career development and growth.
WHEN USED	<p>Each time a new employee is hired into the organization/department or business unit.</p> <p>A peer partner is used to:</p> <ul style="list-style-type: none"> expedite the new employee’s adaptation to organizational norms and culture distinguish between formal mentoring programs 	<p>Ideally, on an on-going basis as part of the supervisor’s monitoring of each employee’s performance.</p> <p>A coach is used when the organization:</p> <ul style="list-style-type: none"> seeks to develop its employees in specific competencies based on performance management results is introducing a new system or program and employees need to become proficient has a small group of individuals in need of increased competency in specific areas has a leader or executive that needs assistance in acquiring a new skill as an additional responsibility 	<p>On an as needed basis as part of an agency’s development and succession planning processes.</p> <p>A mentor is used when the organization:</p> <ul style="list-style-type: none"> seeks to develop its leaders or talent pool as part of succession planning seeks to more completely develop its employees in ways that are in addition to the acquisition of specific skills/competencies seeks to develop its diverse employees to remove barriers that hinder success seeks to transfer internal knowledge and expertise residing in experienced, high performing employees
ATTRIBUTES	<ul style="list-style-type: none"> Holds a similar job to that of the new employee Understands the work environment Maintains a good performance and attendance record Possesses broad exposure and functional knowledge of agency/office/department/unit Demonstrates good communication and interpersonal skills Displays patience and empathy Known to be trustworthy Exhibits a positive attitude Possesses a strong sense of confidentiality 	<ul style="list-style-type: none"> Can be done as needed; program design not necessary Task oriented Performance driven Coach is often the direct supervisor or provides feedback to supervision Cultural change may or may not occur 	<ul style="list-style-type: none"> Program design needed to create effective program with clearly defined goals Relationship oriented Development driven Mentor is outside the protégé’s direct supervisory line Transformational and affects the culture

VOLUNTEERISM	The peer partner is a volunteer.	Employee agrees to accept coaching, although perhaps not voluntarily.	Both mentor and protégé are volunteers.
DURATION	Short Term	Short Term	Long Term
ADVANTAGES	<ul style="list-style-type: none"> • Helps build an immediate personal connection between the new employee and the organization • Improves employee's job satisfaction • Aids employee retention 	<ul style="list-style-type: none"> • Improves trust between the coach and the employee • Improves the employee's performance, productivity and engagement • Focused on a current issue 	<ul style="list-style-type: none"> • Affords the protégé an opportunity to build a relationship with an agency leader • Improves protégé's engagement • Focused on growth and development