

Manager Fact Sheet: **Mentoring**

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Introduction:

This fact sheet provides information and best practices to human resources professionals and managers for establishing mentoring programs and partnerships.

What is Mentoring?

Mentoring is a learning and development partnership between someone with experience and someone who wants to learn. Mentors are trusted advisors or counselors who sponsor or support another employee. Mentoring may be either formal or informal.

How Can Mentoring Benefit Us?

Mentoring can strengthen a job's appeal to an early career professional, provide a meaningful development experience, and support career advancement.

Mentoring may reduce turnover, enhance recruitment efforts, increase the overall performance of an organization, and improve the work environment.

Should the entire organization be involved?

Yes. Make mentoring an element of the organizational culture. When one employee mentors another the risk of knowledge loss is minimized and engagement levels are boosted.

What Are the Characteristics of an Effective Mentoring Program?

The best programs include the following:

- Mentoring is a deliberate act of the mentor to benefit the mentee.
- Matches are made based on:
 - The mentoring needs of the organization,
 - The needs of the mentee,

- The skills of the mentor.
- Mentors establish minimum time commitments with mentees.
- Formal and informal goals are outlined.
- Both parties are held accountable to meet mentoring goals.

What Type of Mentoring Should I Establish?

- Formal Mentoring Program – A highly structured, top-down program which aligns the mentoring program's goals with the overarching agency needs.
- New-Employee Mentoring – Often informal, this type of mentoring partners a new employee with an experienced peer who can "show them the ropes."
- Focused Mentoring – The mentee works with a mentor to voluntarily assume higher-level or specialized job duties in addition to the mentee's regular work.
- Reverse Mentoring – A cross-mentoring relationship where an experienced professional is paired with a less experienced individual with a different specialized knowledge to the benefit of both.
- Career-Development Mentoring – A mentee gains insights or knowledge into the next possible career step from an experienced mentor.
- Knowledge-Transfer Mentoring – Usually formal, a mentor with extensive experience and knowledge transfers vital organizational knowledge to the mentee.

How Can I Implement a Mentoring Program or Partnership?

- Assess employee and agency needs and identify interest.

- Establish clear program goals and expectations.
- Develop guidelines to determine eligibility.
- Recruit and match mentors and mentees.
- Outline and agree upon mentoring criteria.
- Evaluate, monitor, and track progress.
- Ensure the program is available to all who want to participate.

How do I Match a Mentor with a Mentee?

Begin by identifying the type of mentoring need. A mentor does not have to be a manager or supervisor. The best choice may be an experienced employee. Consider the following:

- Identify individuals with mentoring ability, relevant knowledge, skills, and willingness to mentor.

Evaluate mentee needs and preferences.

What are Suggestions for a Mentoring Program or Partnership?

- Attend lunch with other professionals to discuss everyday challenges.
- Attend training with a mentor, and discuss how to apply the training concepts to the job.
- Discuss proper business etiquette and agency protocols.
- Mentor could introduce the mentee to other professionals and leaders.
- Accompany a mentor to meetings.
- Observe or review a special work project.
- Schedule time for questions, discussion, and progress evaluation.

Conclusion:

A successful mentoring program results in employees who are:

- **Engaged:** willing to expend discretionary effort on the job.
- **Enabled:** equipped with the tools, resources, and support needed to do the job effectively.
- **Energized:** have a work environment that actively promotes employees' physical, emotional, and interpersonal wellbeing.

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- **Experts:** employees are more skilled in their professional responsibilities.

Additional Resources:

<http://www.shrm.org/communities/studentprograms/pages/mentorprogram.aspx>

<https://www.opm.gov/policy-data-oversight/training-and-development/career-development/bestpractices-mentoring.pdf>

<http://www.bing.com/search?q=Mentoring+in+the+Workplace+Articles&first=9&FORM=PERE>

works.bepress.com/cgi/viewcontent.cgi?article=1175&context=dow_scott
(Copy & paste to your browser)

https://www.youtube.com/watch?v=u_EWTmFAFLI

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