MENTORSHIP PROGRAM POLICY

SUBJECT: Implementation of a Professional Mentoring Program

BACKGROUND: The Work Force Development Committee and Latino Collaborative determined that mentoring would be a beneficial strategy for enhancing the personal and professional development of BHRS staff. These two committees developed a plan and structure for a Mentoring Program within BHRS.

DEFINITION: Mentorship is an arrangement in which an individual interested in advancing professional and personal skills and/or leadership capabilities can benefit by establishing a learning arrangement with someone who has more advanced knowledge, skills, and experience in areas that would be beneficial to the individual’s learning and skills development.

PURPOSE: To develop protocol guidelines for a multi-level mentorship program within BHRS to facilitate and support matching of mentors and mentees and implementation of mentorship experiences.

POLICY: BHRS is committed to advancing the development and competency of all staff, and enhancing recruitment and retention of (1) culturally diverse staff and volunteers in order to best serve the needs of the clientele, (2) staff in hard-to-fill/retain positions, (3) family and consumers, and (4) youth. One goal is to implement a policy and departmental structure for supporting a mentoring program, in order to most fully have staff, at all levels from direct service to leadership, reflect the culture and ethnicity of the clientele to meet the needs of the cultures served. All staff, volunteers, and trainees are eligible to participate in the program and create mentorship relationships.

Supervisor approval is required if the mentorship contact will be during work hours. In instances where mentor’s guidance differs from supervisor’s, the supervisor’s guidelines and direction predominate in determining how employee’s job duties and responsibilities will be carried out.

Working with a mentor outside of BHRS is also an option, with supervisor approval, if mentorship contacts are scheduled during work hours.

PRINCIPLES:

Mentoring in a professional setting is designed to support and revitalize both the mentor and mentee. More specifically, it serves to help individuals in building personal and professional capabilities, advancing their careers developing their leadership capabilities, and preventing job burn-out. A mentor is an individual who is viewed by the mentee as having knowledge, experience and skills that can serve to advance the mentee’s professional development, performance capabilities, and leadership potential. The mentoring process also provides benefits for the mentor. These include an opportunity to pass along a
wealth of accumulated knowledge and wisdom, as well as to benefit from the professional stimulation and growth of getting ideas and perspectives from young clinicians. This experience can be a source of rejuvenation and help to prevent burn-out. It is also an opportunity to contribute to the development of the workforce.

The mentoring program will be designed to address many levels of needs, including sharing of experience and information, skill development, and advocacy. For each mentoring relationship, the mentor and mentee will identify the level of need. The structure can be brief and targeted to a specific issue, or on-going.

PROCEDURE:
1. New staff member will receive cultural competence and gender identity-related brochures, fliers on cultural initiatives, and a brochure on the mentoring program in the process of meeting with the Personnel and Payroll Department.
2. Other staff members can obtain this information about the mentoring program and identified mentors, by contacting the Personnel and Payroll Department.
3. The staff member acquaints themselves with potential mentors by contacting those individuals.
4. The mentor or mentee could initiate the conversation to discuss mentoring.
5. The mentor and mentee develop a working plan, or contract, about the plan for the process, including goals of the mentorship process, expectations, and format for contact, and document them in the Mentorship Work Plan.
6. If mentorship process will take place during work time, both the mentee and mentor submit the Mentorship Arrangement form to their supervisor for review and approval. That form includes the plan for the mentorship contacts (frequency, length of time for each contact, and format – whether face-to-face, phone, or group) and the supervisor signature.
7. In order to keep account of who is participating in and benefitting from this mentorship program and policy, tracking of mentorship arrangements is done by the Office of Diversity and Equity. For this purpose, the mentee and mentor inform that department of the start of the mentorship process by submitting the Mentorship Arrangement form. Within this tracking process, outcome and quality of mentorship experiences will be monitored by having the mentee submit a report on how they have benefitted or changed through this experience. That report, the Mentorship Review Form, is completed and submitted to the Office of Diversity and Equity annually and at the end of the mentorship process.
8. Individuals can become potential mentors by volunteering for this role in the program.
Guidelines for Mentorship Work Plan

- This is a general framework for developing an agreement and vision between mentee and mentor about the focus and content of their work together.
- This framework is flexible, designed to be adapted to the needs and preferences of the individuals developing it.
- The content of the plan is confidential, between the mentee and mentor, and is not submitted for review.

Name of Mentee:

Name of Mentor:

Plan for mentorship format and level:

- Face-to-face
- Phone
- Group

Frequency:

Length:

Location:

Goals of mentorship process:

Responsibilities of mentor:

Responsibilities of mentee:

Terms of confidentiality agreement about information discussed:

Termination clause: Either party is free to end the mentoring relationship at any time if circumstances require or if the process is not working.
**Mentorship Arrangement**

This document is to be submitted to the Office of Diversity and Equity for the purpose of tracking existing mentorship arrangements.

The supervisor’s signature of approval is *required only if* the Mentorship plan involves meeting *during* work hours.

Mentee: ______________________________________________

Mentor: ______________________________________________

Plan for mentorship format and level:
- o Face-to-face
- o Phone
- o Group

Frequency:

Length of contact:

___ During work hours ___ Not during work hours

_______________________________________ _______________
Mentee signature Date

_______________________________________ _______________
Mentor signature Date

Supervisor approval for participation if Mentorship process during work hours:

_______________________________________ _______________
Mentee’s supervisor signature Date

_______________________________________ _______________
Mentee’s supervisor signature Date
Evaluation of the Mentorship Experience
To be completed by mentees and mentors annually and at the end of the mentorship process.

1. How helpful has the mentorship process been overall?
   - Minimally helpful
   - Extremely helpful

2. What was the primary focus of the mentorship process?
   - Professional development
   - Personal development
   - Both

3. Indicate areas where gains were made through his process:
   - Enhancement of clinical work in the Recovery model
   - Enhancement of cultural humility
   - Knowledge about self-care
   - Advancement of professional goals
   - Furthering of personal development
   - Other:

4. Indicate the extent of progress on the goals and plans designated for your mentorship work.
   - Very substantial
   - Moderate
   - Minimal

5. Would you recommend the mentorship process for others?
   - Yes
   - No

   Why?

6. Has this impacted your job satisfaction and expected tenure with BHRS System of Care?
   - Yes
   - No
7. Would you do the Mentorship process again?
   __ Yes
   __ No

   Why, or why not?

8. What obstacles did you experience in the process?

9. Was there bilingual capacity in your mentorship?
   __ Yes
   __ No
   __ Not applicable

10. Suggestions to make this process more productive:

    Please fax to: Jei Africa, Office of Diversity and Equity
    FAX: 650-
**Mentoring Program – Ideas and Options**

**Purposes served:**
- Develop knowledge, skills, and attitudes of good leaders
- Offers faster career advancement, developing confidence, developing interpersonal skills
- Raise issues, tackle challenges, nurture growth
- Professional role model
- Support – academic, professional, and personal
- Affirmation for accomplishments
- Foster long-term development
- Gain appreciation of management and leadership issues
- Develop appreciation of respective roles, and their rewards and challenges
- Opportunity to reflect on one’s assumptions and beliefs
- Raise personal and professional profile
- Develop interests, skills, and knowledge in management and leadership
- Access to professional and social networks outside their normal range
- Build networks with variations in functions, position, demographics
- Mutual benefit, exchange of information
- Advance people of diverse backgrounds to leadership levels, and/or retain them in the workforce

**Experiences/activities mentor can offer:**
- Provide academic and professional guidance
- Encouragement
- Guidance on projects
- Advocacy
- Opportunities to shadow mentor
- Attending events or meetings they would not otherwise be able to attend
- Networking opportunities
- Help identify resources, including other mentors and important people in the field
- Access to the mentor’s network for connections for learning and career opportunities

**Program can include specific requirements, ie. attending workshops**

**Meeting frequency and format - variable**

**Establish plan – ground rules, contract**
- Roles and expectations of both participants
- How often, how long, where to meet
- How to stay in touch
- Confidentiality re information discussed
- Honesty and openness
- Sensitivity in offering criticism and openness to accepting criticism
- No-fault escape clause

Resources:

Ambrose, L. Mentoring Diversity: Serving a diverse patient population calls for diverse leadership. At http://ache.org/newclub/CAREER/MentorARTicles/Diversity.cfm

Find a Mentor/Role Model, in Women for Hire. At http://www.womenforhire.com/advice/
Professional_networking/find_a_mentor_role_model.


Mentoring for Diversity Programme. At www.london.nhs.uk
