

**HCTC**

HAZARD COMMUNITY AND TECHNICAL COLLEGE

*Design Your Future*

# RECIPROCAL MENTORING

PROGRAM



“Give me your hand. Make room for me to lead and follow you...”

*-Maya Angelou*

# RECIPROCAL MENTORING PROGRAM

Mentoring is to share knowledge, provide support, offer guidance and build confidence. The goal of the HCTC mentoring program is to foster relationships among experienced employees and employees new to the family. Encouragement, accessibility and mutually beneficial communication will help HCTC mentors build a successful transition for new employees while also gaining valuable new knowledge for themselves and the organization. Reciprocity is understood as a foundation upon which HCTC mentoring is built, to continually grow the organization's Collaboration Power by blending the best of positive traditions with the strongest of progressive, learner-centered innovations.

## RECIPROCAL MENTORING PROGRAM RESEARCH

- Survey of employees hired over the last eighteen months
- Contact of other KCTCS Mentoring programs
- Other University Mentoring Programs
- SHRM group

## RESEARCH FINDINGS

- Have to refuel the program, subject to becoming "stale"
- Need assessment tools
- Need detailed orientation for new hires
- Avoid overuse of "same" employees
- Should be reciprocal

## MATCHING OF MENTORS TO MENTEES

- Ask for Volunteers
- Have preset matching plan based upon department, new position type and selection of employees
- Always plan for at least a trio in the program
- Plan for rotation and variety to avoid burnout
- Keep open as time passes for new "seasoned" employees to join the mix
- Possible use of personality profiles and communication styles to match up mentors and mentees

## GOALS OF THE PROGRAM

- Create relationship
- Ease transition
- Sharing of knowledge, experience and skills
- Foster teamwork

- Provide logistical and geographical orientation of all locations
- Ease into comfort of process and procedures

## TIMELINE

- 1 year to 18 months
- Could consider variance depending on position type

## PROCESS

- Begin with New Orientation
- Include Mentors once Hiring is final
- Complete Training with Mentor prior to New Hire coming on Board
- Provide support to Mentor and Mentee (HR)
- Handbook
- Feedback and Assessment

## PRE-SELECTION OF MENTORS:

One of the major goals of the Mentoring Program is to build a seamless design that allows for the relationship to begin developing from the first day of hire. In order for this to occur, pre-selection groundwork will be in place.

By following the outlined criteria, we will continually ask for mentors and proceed with matching to potential employees even without vacancies. Leadership will assist by identifying individuals who stand out as inviting and knowledgeable, as well as willing.

Selection, training and education concerning potential mentors must be continual to keep the program fresh and moving forward.

## MENTOR TRAINING

Training for mentors will be provided once an open position has been approved to be filled and the search process begins. Mentors will be asked to attend a training session to review the process, the goals, and to ensure complete understanding as well as commitment to the mentoring program.

## TRAINING WILL INCLUDE:

- Overview of vacant position  
An in-depth look at the position, location, who it serves, projected responsibilities and immediate impact

- Overview of Mentoring Program  
A review of the program purpose and goals, including questions and answers on learning opportunities and relationship building
- Review of Expectations from Mentor and Mentee  
Reinforce the concept of a circular relationship. We want the learning to be reciprocal, with an open mind on the part of all participants in the triad, the mentee can be both the “student” and the “teacher”
- Discussion surrounding possible activities, necessary time commitment, length of program, documentation and assessment. (contact between mentor and supervisor, activity logs, assessment tools for all participants)

#### PROCESS STEPS AND GUIDELINES:

##### VACANT POSITION IS IDENTIFIED AND ADVERTISED.

HCTC advertises all support staff positions for a minimum of ten days, professional staff and faculty positions for a minimum of 30 days. Once position is advertised selection for mentors will begin. Selection criteria is based upon the area served, position type, years of service and rotation schedule.

##### CONTACT IS MADE TO MENTOR(S)

Human Resources will make contact with the mentor(s) who have agreed to serve as well as their immediate supervisors. Training will be held for mentor(s), a handbook will be provided and expectations will be discussed.

##### POSITION IS FILLED, NEW ORIENTATION IS SCHEDULED FOR NEW HIRE

New Orientation will be a key day for new hires. Mentor(s) will be notified as soon as the position is filled, candidate has accepted and orientation is scheduled.

##### MENTOR(S) WILL BE INTRODUCED TO NEW HIRE ON SCHEDULED ORIENTATION DAY

Mentor(s) will be expected to attend a brief session during the new employee’s orientation for introductions, an overview of the mentoring program and questions and answers.

## SELECTION OF MENTORS

The typical mentoring relationship involves the new employee and a “seasoned” employee. The seasoned employee is someone who has been with the company for a long time, believed to have the knowledge and skills that would be valuable to the new employee. While often successful, this set up focuses less on building a lasting relationship and more on transition. The HCTC Mentoring Program will involve the new employee, the mentor and additional participants to provide support, experience and knowledge to the overall process. The involvement of the additional participant(s) will enhance the development of the mentee, provide fresh insight and serve as a building block to the mentor/mentee relationship.

#### MENTORS WILL BE SELECTED BASED UPON MANY OF THE FOLLOWING CRITERIA:

- Vacant Position – type, service area and location
- Proximity to the newly hired employee
- Must be engaging and willing to donate time and knowledge
- Mixed variety of personality traits, learning & communication styles, and so forth

#### GOALS – POINT OF CONTACT AND QUESTIONS FOR DAY TO DAY NEEDS

- Ease transition, provide familiar face
- Provide assistance with processes
- Develop a colleague relationship
- Be available, communicate

#### ADDITIONAL PARTICIPANTS WILL HAVE:

- “Seasoned” status- an employee who has a solid grasp of where the institution has been, is now, and is going to
- Willing to share experiences
- Has “coaching” approach- under the wing

#### GOALS – ASSIST WITH LOCATION TOURS, PROVIDING HISTORY AND OTHER INFORMATION

- Assist with role identification
- Become a resource
- Be a confidence builder

## SUGGESTIONS & POSSIBILITIES ACTION ITEMS

### FIRST DAY

- Welcome new employee
- Provide contact information, email address, telephone number, office location to Mentee

### FIRST WEEK

- Take a tour of the assigned campus, introductions to other departments
- Schedule lunch

### FIRST MONTH

- Visit briefly once a week
- Select a weekly activity (lunch, tour, etc.)
- Do a walk thru of our service centers, visualizing the path of a student or customer
- Define specific objectives that new employee will deliver to bring new ideas to the organization, and plan when, where, or how those ideas will be communicated to the mentor(s)

### WITHIN FIRST THREE MONTHS

- Take tour of one other campus
- Mentee to accompany Mentor to committee/work team/action team meeting as guest
- Still visiting briefly once a week
- Repeat walk thru of service centers, this time approach from usual type of student or customer served in the area our mentee works in
- At least one mentor and Mentee attend an HCTC Leadership Team Meeting

### CONTINUAL ACTIVITIES

- Include Mentee in Professional Development activities
- Arrange for tours of other campuses as available, good opportunity for the both Mentors to become involved.
- Attend sessions designed for newly hired employees (Ella Strong and Tony Back working on "Seasoned Employees for New Employees" type of session)

With the growth of a relationship between mentee and mentor(s) opportunities for learning will naturally develop and occur. The program is not designed to be a check sheet of must do activities, but to give guidance and support during the early stages and to build upon a collaborative learning effort between the new employee and the seasoned employee(s).

### ASSESSMENT WILL BE USED AT KEY POINTS (30 DAYS, 3 MONTHS, 6 MONTHS)

Assessment will be critical to ensure that we are truly meeting the Mentee's needs as a newly hired employee. Over time, assessment will allow us to see where the process tends to become stale, where we need to revamp.

The goal of the Mentoring program is simple: we want to empower our employees. Hopefully, as time passes, our employees will realize that learning opportunities are reciprocal and a natural ripple effect will occur throughout the organization beyond the initial reciprocal mentoring structure. By matching mentors with mentees and sharing knowledge in both directions, we are creating a learning opportunity that allows "seasoned employees" to view themselves through fresh eyes, to learn new techniques and hear about ideas that come along with the new employee. By creating a circular relationship including additional mentor(s) to the standard approach of having one Mentor to one Mentee, HCTC is also giving employees the opportunity to touch others already here, unlocking creative genius for enhanced Collaboration Power.