



Center for Leadership &
Professional Development
Shaping the Future

REQUIREMENTS

Document



***Mentoring New Employees for
Mentors and Mentees***

February 2020

At a Glance

Mentoring New Employees Program for Mentors and Mentees

Effort	Target Audience	Release Date
Mentoring New Employees for Mentors and Mentees	Mentors and Mentor Partners enrolled in the Mentoring Program	May 2020
Business Sponsor	Stakeholders	L&D ID/Delivery Resources
TBD	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD
Business Reviewers/Approvers	CLPD/Career Pathways Reviewers/Approvers	Subject Matter Experts
Approvers: <ul style="list-style-type: none"> TBD Reviewers for L&D program: <ul style="list-style-type: none"> TBD Reviewers from other businesses: <ul style="list-style-type: none"> TBD 	Approvers for materials used in Tiers 1 & 4: <ul style="list-style-type: none"> TBD Reviewers: <ul style="list-style-type: none"> TBD TBD: Which instructors need to approve the Mentor Connection Program materials?	<ul style="list-style-type: none"> TBD

Requirements Summary

Business Need	Effort Goal
<p>Mentoring involves a formal or informal developmental partnership where newly hired management-level employees receive information, advice, and guidance from an experienced management-level employee who has expertise and a strong desire to help others grow in their jobs. The mentor is not a supervisor but a person with whom the employee can communicate freely and honestly without concern about being evaluated.</p> <p>Specific benefits to the organization include:</p> <ul style="list-style-type: none"> • Attracting new talent by virtue of having a strong mentoring program. • Retaining talented people because they feel supported in their work. • Enhancing professional growth. The Mentors hone their coaching, leadership, and communication skills as they advise their Mentor Partners. The Mentor Partners apply best practices to their own day-to-day work. • Reducing turnover and recruiting costs. • Matching junior staff with more senior staff can reinvigorate the enthusiasm of senior employees as they transfer crucial knowledge to the next generation of workers. <p>The objectives of the Mentoring program are to:</p> <ul style="list-style-type: none"> • Grow the pool of effective Mentors. • Improve bench strength. • Provide growth opportunities for high-performing managers. 	<p>Proposed completion date: May 2020 Contingent on: Successful rollout of SkillSoft</p> <p>Courseware:</p> <ul style="list-style-type: none"> • Introduction to Mentoring New Employees eLearning (Update) • Program materials and introduction to supplemental training (New) • Mentor Partner Development Kit (Update) • Mentor Development Kit (New) • Putting it into Practice (PiIP) VLL for Mentors (New) • Marketing materials for in the new employee tier training (Update) • Video Testimonials (New) • Manager's Guide for Mentors (New) • Manager's Guide for Mentorees (New) <p>Highlights of changes to the existing program:</p> <ul style="list-style-type: none"> • Reduce the number of VLL sessions and to use those sessions for role play, practice, and coaching. • Replace existing content with short and targeted eLearnings and videos that the mentors and mentor partners can complete on their own. • Leverage the SkillSoft library of eLearnings for both the mentor and the mentor partners to be used throughout the one-year relationship.

Business Need	Effort Goal
	<p>Engage direct managers (of both the Mentors and Mentorees) to follow up with employees and to track progress.</p> <p>IMPORTANT: Beyond the scope of this program are:</p> <ul style="list-style-type: none"> • Marketing materials for the managers • Testimonial videos posted to internal portal and played at the next management all-hands meeting. Encourage visible leaders to discuss their mentoring story - VP to share his story at the all hands meeting. Facilitator has two examples of people who started as individual contributors and are now leaders within the organization (secretary is now RVP, PCT is now GVP for western group).

Proposed Learning Solution	Learning Objectives	Proposed Learning Solution Architecture
Introduction to Mentoring New Employees eLearning (Update) - with branches for Mentees and Mentors		
Mentoree Branch	<ul style="list-style-type: none"> • Describe the benefits and goals of the mentoring program • Acquire insight into the program workflow • Explain roles and responsibilities for Mentor and Mentee • Distinguish between the Mentor and Preceptor roles • Describe what needs to be done prior to the first meeting with Mentor 	<ul style="list-style-type: none"> • Describe the mentoring program <ul style="list-style-type: none"> ○ Benefits and goals (for each role) ○ Roles and Responsibilities (for Mentor, Mentee, Preceptor) ○ How the program works <ul style="list-style-type: none"> ▪ Background on MentorToday App and setting up a profile and viewing available resources within tool ▪ Duration of a typical mentor relationship and

Proposed Learning Solution	Learning Objectives	Proposed Learning Solution Architecture
	<ul style="list-style-type: none"> ● Identify the steps for preparing for the first meeting 	<p>frequency of meetings</p> <ul style="list-style-type: none"> ▪ Anatomy of a mentoring meeting (animated graphics and visuals) (goals of the first few meetings vs all other meetings) <ul style="list-style-type: none"> ● Available resources <ul style="list-style-type: none"> ○ In training (Mentoring Ambassador) ○ In MentorToday App ○ In LMS for supplemental content ● Your Mentor contacts you...now what? ● Preparing for the first meeting with your Mentor ● Becoming familiar with the Mentee Development Kit (do we need new name?)
Mentor Branch	<ul style="list-style-type: none"> ● Describe the benefits and goals mentor connection program ● Acquire insight into the program workflow ● Distinguish roles and responsibilities for Mentor and Mentee ● Describe what needs to be done prior to contacting your Mentee for the first time ● List the steps for preparing for the first meeting 	<ul style="list-style-type: none"> ● Describe the mentor connection program <ul style="list-style-type: none"> ○ Benefits and goals (for each role) ○ Roles and Responsibilities (for Mentor, Mentee, Preceptor) <ul style="list-style-type: none"> ▪ activity: Use a scenario to contrast how a preceptor responds to a question vs how a mentor responds? Stress thinking partner relationship from LwV. ○ How the program works <ul style="list-style-type: none"> ▪ Background on MentorToday App and setting up a profile and viewing available resources within tool (will be done in the VLL session). ▪ Anatomy of a “typical” mentoring meeting (animated graphics and visuals) – duration, agenda, etc.

Proposed Learning Solution	Learning Objectives	Proposed Learning Solution Architecture
		<ul style="list-style-type: none"> • Introduction to available resources <ul style="list-style-type: none"> ○ In CLPD (Mentor Connection Ambassador) ○ In MentorToday App ○ In LMS for supplemental content • Using LwV concepts to strengthen your mentoring relationship (greater goal coaching, empowering words, flipping excuses, etc.) • Getting Started <ul style="list-style-type: none"> ○ Preparing to contact your Mentee for the first time ○ Reviewing the Mentee Development Kit ○ Reviewing the Mentor Development Kit ○ Preparing for the first meeting
<p>Program materials and introduction to supplemental training in LMS (New)</p>	<p>N/A</p>	<p>Create a one-page advertisement of SkillSoft supplemental courses and books in the LMS Research: Can we add this as a resource in MentorToday App? Topics for both mentors and mentor partners:</p> <ul style="list-style-type: none"> • Setting SMART goals • Organizing meetings and setting an agenda • Effective communication skills and promoting asset-based communication styles • Successfully building relationships with people via email, MS Teams, audio only vs audio and video • Motivational coaching

Proposed Learning Solution	Learning Objectives	Proposed Learning Solution Architecture
		<ul style="list-style-type: none"> • Crucial conversations
Mentee Development Kit (Update)	N/A	<p>Review text. Add graphics. Reformat to give a more “professional” appearance. Include description of supplemental training materials (Skillsoft) in LMS. Topics include:</p> <ul style="list-style-type: none"> • Prepare thought starters for the mentor / mentor partner discussion. • Set expectations for the mentoring relationship • Effective communication skills • Write, clarify and agree on expectations in the Mentoring Agreement • Identify and prioritize Mentee goals for the first 3 months. • Capture thoughts, commitments and learning’s using the Mentee Meeting Worksheet (for meetings between the Mentor and Mentor Partner). • Complete the Lessons Learned Worksheet to capture actions taken toward goals and lessons learned from each meeting (template for meeting summary).
Mentor Development Kit (New)	N/A	<p>Create a new guide to help Mentor’s become familiar with their roles and to supplement the eLearning. To include:</p> <ul style="list-style-type: none"> • Strategies for building a new relationship • Recommended questions to foster a connection with the Mentee (discovery and not telling) • Best practices and additional insights on how to be a more effective Mentor. (Describe common traps)

Proposed Learning Solution	Learning Objectives	Proposed Learning Solution Architecture
<p>Putting it into Practice PiiP VLL for Mentors (New)</p> <p>90 minute VLL session for Mentors</p>	<ul style="list-style-type: none"> • Apply concepts and learning to common mentoring scenarios. • Locate tools and resources to help manage the mentoring relationship. • Create a strong bond and maintain effective communication with your Mentor Partner. • Access MentorToday App to set up your mentor profile. 	<p>Agenda:</p> <ul style="list-style-type: none"> • Building and Maintaining the Mentor Relationship (scenarios) <ul style="list-style-type: none"> ○ Preparing for the first meeting ○ Coaching professional goals ○ Working through resistance ○ Practicing asset based coaching techniques (from LwV) • Break to send out emails to Mentors with login instructions • MentorToday App <ul style="list-style-type: none"> ○ Introduction to the tool and how it manages the Mentor relationship ○ Notification workflow (from T1 to matching) ○ Logging into MentorToday App and setting up Profile ○ Navigating the site to see what's available
<p>Materials for in the CM/PM tier training (Update)</p>		<ul style="list-style-type: none"> • Clinical/Program Manager Tier 1 training – Mentoring program introduced to attendees <ul style="list-style-type: none"> ○ Slides and video testimonials introducing the program to new Mentor Partners leaving Tier 1 • Clinical/Program Manager Tier 4 training – Mentor Connection program introduced to attendees and recruiting for new Mentors

Proposed Learning Solution	Learning Objectives	Proposed Learning Solution Architecture
		<ul style="list-style-type: none"> ○ Slides introducing the program to new Mentors leaving Tier 4
Manager's Guide for Mentors (New)		<ul style="list-style-type: none"> ● Develop performance goals related to the mentoring relationship ● Coaching guidelines for the Mentor's direct manager. (Stress privacy and confidentiality)
Manager's Guide for Mentor Partners (New)		<ul style="list-style-type: none"> ● Follow up on performance goals that were written and agreed upon during the mentoring relationship ● Coaching guidelines for the Mentor Partner's direct manager. (Stress privacy and confidentiality)

Risk and Dependencies

Links for the eLearning are currently included in the welcome packet but not in the LMS (should this change?)

Before rollout of the VLL session for Mentors:

- Supplemental training from Skillsoft needs to be available for consumption.
- eLearnings completed and uploaded to LMS.

Before Day 1 of relaunch:

- eLearnings completed and posted to LMS
- Mentor Partner Development Kit guide revised and posted to MentorToday and (?)
- Mentor Development Guide written and posted to MentorToday and (?)
- Putting It into Practice VLL enrollment link added to LMS