UNC STAFF ASSEMBLY

Innovations & Initiatives Committee

Distinguished Staff Mentoring Program

Pilot Proposal Update
August 10, 2008
UNC STAFF ASSEMBLY

Distinguished Staff Mentoring Program Proposal

PURPOSE
To provide peer-to-peer mentoring for staff across the UNC system in order to enhance professionalism, career advancement opportunities, efficiency and effectiveness.

RATIONALE
“Our goal is to improve communications, understanding, and morale throughout the whole of our respective communities, and to increase efficiency and productivity in campus operations.”

- from the Preamble of the UNC Staff Assembly Charter

The Distinguished Staff Mentoring Program is one way of fulfilling this dictate. Furthermore, the program addresses UNC Tomorrow findings and recommendations.

“The UNC Tomorrow Commission recommended that ‘UNC should prepare for wide-scale faculty retirement and should increase efforts to recruit and retain high-quality faculty.’ (Recommendation 5.4) The Commission further recommended that ‘UNC should increase efforts to attract and retain high-quality staff at all levels.’ (Recommendation 5.5)”

When the program is fully implemented, managers and supervisors will have the opportunity to develop existing staff internally thereby utilizing our system resources more efficiently and effectively. Cost savings can then be applied to other needs.

PROCESS
An ad hoc committee will develop parameters, policies and procedures. Then an oversight committee will conduct a pilot during the 2008-2009 academic year. Upon successful conclusion of the pilot, the program will be expanded Fall 2009.

Phase I: Ad Hoc Committee

Mission
The ad hoc committee will develop parameters, policies, procedures, time-lines, budgets, and assessment instruments. The committee also will identify personnel and resources including participating campus contacts and potential participants. In other words, this committee will develop the full plan of implementation and assessment needed to initiate the pilot project. The ad hoc committee also will recommend membership of the oversight committee and clarify its mission, measurable objectives, and benchmarks.
Composition
No more than 9 representatives
- Balanced between EPA and SPA
- Balanced between large and small constituent institutions
- At least 2 from the Innovations & Initiatives Committee
- At least 1 from the Executive Committee
- 1 Representative from General Administration
- 1 Representative from Human Resources
- 2 Representatives from disciplines which will be targeted in the pilot program
- Representation from other select committees

Appointments
Volunteers were identified and vetted during the spring 2008 meeting of the Staff Assembly and initial appointments were announced May 2, 2008.

Term of Service
Work of the ad hoc committee began prior to May 15, 2008 and is scheduled to conclude by August 15, 2008 (summer 2008).

Measurable Objectives

1. ✓ COMPLETED - Review similar programs already in place within the UNC system and/or at other universities. See Blackboard for more information.

2. ✓ COMPLETED - Choose one or two areas where a mentoring program could be pilot tested to include both SPA and EPA employees at one or more campuses.
   - **Facilities Operations** front-line supervisors are a potential focus group. Emphasis will be on providing expertise in people-management and supervision. Kevin MacNaughton, Associate Vice Chancellor for Facilities at North Carolina State University (NCSU) has agreed to consult with the committee regarding a pilot for facilities personnel matching mentors from NCSU and mentees from UNC Pembroke.
   - **Library Services** personnel have expressed an interest in participating. Now that preliminary planning has been done, library representatives will be invited to contribute to the program development process.

3. IN PROCESS - Develop an implementation plan and timeline.
   - Aug 2008 Submit IRB application for pilot
     Appoint oversight committee
   - Sep 2008 Announce pilot and solicit applications; 9/15 application deadline
     Attend train-the-trainer program (oversight committee)
     Prepare training materials for mentors
Conduct entrance interviews (phone, video, or face-to-face)  
Select pilot participants

Oct 2008  
Mail notification letters with orientation materials  
Schedule meet-and-greet for participants (under consideration)  
Receive completed and signed mentoring agreements  
Administer initial surveys and pre-test assessment instruments

Jan 2009  
Administer mid-cycle surveys and assessment instruments

Apr 2009  
Administer final surveys and post-test assessment instruments  
Conduct exit interviews (phone, video, or face-to-face)

Jun 2009  
Analyze data and prepare evaluation report

Jul 2009  
Present findings and recommendations

Aug 2009  
Launch expanded program

4. **IN PROCESS** - Develop an assessment plan with unique instruments, measures, and reporting formats.

5. **IN PROCESS** - Recommend membership of the oversight committee to the Innovations & Initiatives Committee. Appointments will be confirmed by the Executive Committee. (Members of the ad hoc committee may continue to serve on the oversight committee.)

**Phase II: Oversight Committee**

**Mission**  
The oversight committee will implement and assess the pilot test.

**Term of Service**  
Work will begin August 15, 2008 and be completed by July 31, 2009.

**Measurable Objectives**

1. Match mentors with mentees.

2. Develop training materials for mentors and orientation materials for mentees.

3. Identify skill sets to be acquired with timelines to measure success.

4. Consider establishing incentives for each to reach objectives.
5. Use qualitative and quantitative assessment tools to collect data from mentors, mentees, supervisors and others impacted by the mentoring process.


### ADDITIONAL ITEMS FOR CONSIDERATION

**Career Advancement and Succession Planning**

The potential of creating career paths and associating these with banded position competencies has been discussed. The idea is to build these strategies into the pilot so staff may receive training for a level which is a grade up and therefore be positioned to advance in a career path when an appropriate opening becomes available.

**Request for Additional Data Collection and Analysis**

Another completely different approach would be to recommend General Administration (GA) hire a consultant to evaluate positions and position areas on every campus. Data would include the identification of skill sets needed for exemplary performance on the job, strengths and weaknesses in the position area at institutions throughout the system, and best practices and processes. Data might also indicate how services might be reallocated to eliminate duplication. Areas examined in the study might include Admissions, Financial Aid, Human Resources, Payroll, Contracts & Grants, Purchasing, General Accounting, Budgeting and other financial areas. Data gathered in this scenario might be extremely helpful to the committee as it seeks to determine where mentors are and which campuses provide training in specified areas. Regardless of the approach chosen, EPA and SPA employees need to be equally engaged in the process.

**Training Methodologies**

The initial concept paper regarding the Distinguished Staff Mentoring Program identified several potential methods of delivering training such as teleconferences, video conferences, web seminars (aka webinars), web-based learning systems such as Blackboard, as well as one-on-one mentoring. Some of these modalities encourage one mentor to work with several trainees simultaneously. Robust conversation has revolved around whether or not it might be advantageous for the pilot to focus on one-to-one mentoring regardless of the modality chosen by individuals to deliver training. The ideas explored were directly related to the potential impact that this type of focus may or may not have on achieving outcomes.

**Other concerns**

Certainly there are issues that have not been previously discussed in this document that the committee should consider as they lay the ground work for the pilot test. Privacy needs to be addressed; for example, how will we protect the identities of the test subjects and will release forms be needed. Other issues include qualifications for certification, preliminary financial analysis, needs assessments, pre tests and post tests.
**How will we know the Distinguished Staff Mentoring Program is a success?**
An evaluation report will be prepared summer 2009. The report will be submitted to the Innovations & Initiatives committee, forwarded to the Executive Committee, shared with the full Staff Assembly, and presented to President Bowles. Outcomes of the program then will be discussed during the fall 2009 meeting of the Staff Assembly.

**Innovations & Initiatives Committee, 2007-2008**
JoAnne McKnight, Chair
Roger Killian, Vice Chair
Catherine Johnson, Secretary
James Abdullah
Sandra Jackson
Ruby Messick
Scott Milman
Will Mikes
Jed Tate
Suzanne Williams

**Ad Hoc Committee, Summer 2008**
Suzanne Williams, Chair
JoAnne McKnight, Vice Chair
Gail Wills, Secretary
Margo Gross
Roger Killian
Ann Lemmon

**Oversight Committee, 2008-2009**
Gail Wills and/or Marcia Gumpertz, NCSU rep(s)
Judi Leffe and/or Steve Elliott, UNCA rep(s)
Margo Gross, UNCC rep
Roger Killian and/or other UNCP rep
Kevin McNaughton, Facilities Operations rep
? Library Services rep(s)
Ann Lemmon
? Other(s)
UNC STAFF ASSEMBLY

Distinguished Staff Mentoring Program Abstract

INTRODUCTION
The University of North Carolina (UNC) system employs approximately 37,000 SPA and EPA non-teaching personnel within 17 campuses and other constituent institutions. The University’s model of shared governance was expanded in 2006 when UNC President Erskine Bowles chartered the UNC Staff Assembly.

“Our goal is to improve communications, understanding, and morale throughout the whole of our respective communities, and to increase efficiency and productivity in campus operations.”
- from the Preamble of the UNC Staff Assembly Charter

The Distinguished Staff Mentoring Program (DSMP) is one way of fulfilling this dictate. Furthermore, the program addresses UNC Tomorrow findings and recommendations.

“The UNC Tomorrow Commission recommended that ‘UNC should prepare for wide-scale faculty retirement and should increase efforts to recruit and retain high-quality faculty.’ (Recommendation 5.4) The Commission further recommended that ‘UNC should increase efforts to attract and retain high-quality staff at all levels.’ (Recommendation 5.5)”

EVOLUTION OF THE CONCEPT
The DSMP was conceived by the Staff Assembly Innovations & Initiatives Committee
- to foster professional and personal development among system colleagues,
- to assist participants in becoming more efficient and effective in their jobs,
- to increase retention of high-quality employees, and
- to realize cost savings which can be applied to other university needs.

UNC General Administration authorized the development of a staff mentoring initiative in spring 2008. An ad hoc committee developed basic protocols during summer 2008. Next an oversight committee will conduct a pilot during the 2008-2009 academic year. The pilot will test processes which span across various UNC institutions. Upon successful conclusion of the pilot, the program will be expanded fall 2009.

When the program is fully implemented, managers and supervisors will have the opportunity to develop staff internally through the DSMP thereby utilizing our system resources more efficiently and effectively. A decreased reliance on external trainers and consultants is anticipated which will result in cost savings which can be reallocated to support other university priorities benefiting staff.
DEFINITIONS & EXPECTATIONS

What is mentoring?
Mentoring is a deliberate, collaborative and reciprocal relationship in which both the mentor and the mentee learn from one another. The DSMP will focus on interpersonal support, guidance, mutual exchange, sharing of wisdom, coaching and role modeling.

What is a Mentor?
The Merriam Webster dictionary describes a mentor as a “trusted counselor or guide.” A mentor is also defined as an experienced individual providing career-related support for colleagues seeking personal and professional growth and development. DSMP mentors are expected to:

- Have a thorough understanding of the competencies of interest to your mentee.
- Commit at least one hour per week to fully develop a mentoring relationship.
- Be nonjudgmental of your mentee so s/he can express vulnerabilities while asking questions for professional guidance.
- Be a role model; be respectful, reliable, patient and trustworthy.
- Practice active listening skills to be an effective communicator.
- Keep confidentiality.
- If the mentoring relationship is unsuccessful, accept this outcome gracefully without giving up on the mentoring process.

What is a Mentee?
A mentee must be receptive to constructive feedback and be willing to take action steps to assure his/her own professional evolution. DSMP mentees are expected to:

- Commit at least one hour per week to fully develop a mentoring relationship.
- Communicate openly with your mentor; be candid about your career aspirations, strengths and weaknesses.
- Collaboratively establish clear goals and measurable objectives with your mentor.
- Respect your mentor’s time. Come to sessions having reviewed materials from previous sessions and having fulfilled any agreements made.
- Actively participate in the learning process. Take responsibility for your success.
- Be willing to learn and change.
- Be prepared to become a mentor.
- If the mentoring relationship is unsuccessful, accept this outcome gracefully without giving up on the mentoring process.
**PROGRAM BENEFITS**
In addition to obvious mentee benefits, a successful program also will result in benefits to the mentor, specific departmental units within participating institutions, and the UNC system as a whole.

Mentees will have opportunities to meet new colleagues and expand their networks. Additionally, mentees will receive direct and personal guidance as they develop competencies in their current positions and in those needed for career advancement. Mentees also will receive constructive one-on-one feedback and encouragement as they work toward positive personal and professional transformation.

Mentors also will have opportunities to meet new colleagues from various UNC institutions and to expand their networks. Additionally, mentors will cultivate their leadership styles and hone their facilitation skills. Mentors will likely become reinvigorated as they view their work environment through the fresh perspective of mentees. Also, mentors will experience the personal satisfaction of helping others.

As mentors develop their leadership potential and mentees acquire new skills, the university system will benefit from more efficient processes, more productive staff, and improved employee morale. When the program is fully implemented, managers and supervisors will benefit from enhanced opportunities to develop existing staff internally thereby utilizing our system resources more efficiently and effectively. Cost savings can then be applied to other university needs and priorities.

**ELIGIBILITY**
Permanent, full-time SPA and EPA non-teaching employees at any UNC constituent institution may apply. Completed and signed applications must be received by the Distinguished Staff Mentoring Program Oversight Committee by September 15. Once the committee has completed the selection process, all applicants will be notified. Selected participants will receive additional program information at that time.
Thank you for participating in the 2008-2009 pilot. This program has been designed to provide peer-to-peer support and resources to staff within the UNC system in order to enhance professionalism, career advancement opportunities, efficiency and effectiveness. Another goal of the program is to promote inter-institutional connections. As a pilot participant, your experience and feedback will enable program coordinators to fine-tune this initiative before expanding it to include other participants.

**Stage I – Breaking the Ice**

Before contacting your mentor/mentee, give some thought to your goals and expectations for the mentoring relationship, and the logistics of weekly meeting. Identify two or three topics that you feel important to discuss. Next, have your first conversation either face-to-face, by phone or video conference. Take time to get to know one another. In addition to your own specific questions, here are a few additional topics for consideration:

**Suggested Questions from the Mentor to the Mentee**
- Tell me about your professional background and experience.
- Where are you in your career band? Where do you want to be?
- What skill-sets have you developed? How do you use these in your job?
- What gives you the most satisfaction in your job? What frustrates you the most?
- Who do you admire the most? Why?
- Who do you find most interesting? Why?
- What attracted you to this program?
- What should I expect from you? What do you expect from me?
- What one thing can I do to ensure a positive experience for you?
- How else can I be of assistance to you?

**Suggested Questions from the Mentee to the Mentor**
- Tell me about your professional background and experience.
- Where are you in your career band? Where do you want to be?
- What skill-sets have you developed? How do you use these in your job?
- What gives you the most satisfaction in your job? What frustrates you the most?
- Who do you admire the most? Why?
- Who do you find most interesting? Why?
- What attracted you to this program?
- A year from now, how will you have grown as a result of our mentoring relationship?
- What should I expect from you? What do you expect from me?
- What one thing can I do to ensure a positive experience for you?
- How else can I be of assistance to you?
More questions…
Have you mentored other individuals in the past?
Do you feel that these relationships were successful or accomplished their goals?
I’m seeking the following (specify) skill-sets for my professional development. Can you help me attain them? Conversation should evolve into the ways in which this might be done and some agreement pertaining to these.
What expectations do you generally have of the people you mentor?
How much time can you offer to this relationship? Time-frame (times when best available)
How can I plan for our next meeting?

Stage II – Completing the Agreement Form

The second meeting should be either face to face, by phone, or video conference. The purpose of this meeting is to reaffirm there is a viable match between the mentor and mentee and to develop measurable objectives (a checklist) for the mentoring relationship. At the conclusion of this discussion, review and complete the Mentor/Mentee Agreement Form.

On the agreement form, you will be asked to address the following:

- Goals and measurable objectives.
  In identifying the skill sets the mentees want to acquire, you might define a more specific list of jla;skjflk;asjdf.
- Timeline.
  Four months from now, how would you like to have grown as a result of this mentoring relationship?
- Frequency of meetings.
- Preferred method of communication
- Other expectations

Both the mentee and the mentor must sign the agreement form and then submit it.

Subsequent meeting

After the initial processes, plan to meet on a regular schedule as specified on the agreement form. It’s very important to prioritize your objectives, develop an action plan, and follow a timeline. The first step in developing an action plan is to identify learning objectives and how they will be measured. Then the mentor shall provide guidance in the development of the desired skills as well as individualized testing instruments.

Tips for a Successful Mentoring Relationship

- Establish boundaries and maintain professional behavior
Don’t stereotype, generalize, or assume your mentor or protégé will not understand your perspective
• Maintain records of activities and career growth
• Keep supervisors informed
• Meet regularly, but be flexible

Assessments

Early Fall - Initial Assessment (pre-test) of specific skill set and develop work plan
Late Fall – Mid Cycle Assessment (4 Month) and adjustments
Spring - Post test

Survey Assessments
After four months, and at the end of the pilot, you will be asked to complete surveys. These will be sent to you electronically via Survey Monkey or you may receive a print copy upon request. Your participation in this survey is voluntary; it is not required. However, survey responses will enhance the program therefore we encourage you to participate. All responses to the survey will be confidential: Within the survey, you will not identify yourself, your signature will not be required, and email addresses will not be linked to your responses. All data will be pooled for analysis.

Individualized Assessments
For each identified skill set objective, a pre-test will be administered if practical. Based on the results of the pre-test, the mentee and mentor will develop a work plan to address goals and objectives for skill development. After four months, a mid-cycle test will be administered and adjustments to work plan will be made as needed. A post test will be given at the end of the pilot, or earlier if the mentor feels the mentee has acquired specified skill sets.

Non-Productive Mentoring Relationships

If the mentor and/or the mentee sense they cannot have a productive relationship, they should inform the program oversight committee. A member of the oversight committee may then schedule a telephone or video conference to mediate and seek resolution. If any of the parties determine the mentoring relationship is unproductive, it will be terminated.

Other Privacy Issues

Your name and signature will be on the application form and the agreement form. However, the forms will not be used as an individual identifier with any parties other than the program oversight committee, or for any purposes other than matching mentors with mentees.
The program oversight committee will pool the information reported on the aforementioned forms in order to count in general the number of people who responded to various questions in specific ways.

NOTE: The following segments under Breaking the Ice, “From the Mentor” and “From the Mentee (page four), as well as, Tips for a Successful Mentoring Relationship (page five) have been taken from the website of the American Institute of Certified Public Accountants Mentoring Guidelines (www.aicpa.org/worklife).
UNC STAFF ASSEMBLY

Distinguished Staff Mentoring Program

Academic School Year: 2008-2009

MENTEE APPLICATION FORM

Facilities Operations Areas:
Building Environmental Services Supervisor
Building Environmental Services Manager
Facility Maintenance Supervisor

Full Name: ___________________________________ Job Title: ________________________________

Campus Address: ___________________________ Work Location: ____________________________
(Shop name and CPO#) (Campus and location on campus)

Work phone: ___________ Cell phone: ___________ E-Mail Address: __________________

Work Schedule: ________________________________________________________________

Are you able to commit to spending the equivalent of 1 hour or more a week for the first 4 months of the mentoring relationship and as needed thereafter? (Circle One) YES NO

Have you ever been a mentor? ______ Have you ever had a mentor? ____________

Please underline your competency designation:
Contributing Journey Advanced

Please check the areas in which you seek mentoring:
Knowledge – Technical _____ Project Management _____
Human Resources Management _____ Leading Work Teams _____
Safety and Health Management _____ Financial Management – Budget _____
Customer Service _____ Planning and Organizing Work _____
Budgeting _____ Training _____
Managing Work & Performance _____ Interpersonal Skills _____
Communication _____

Please answer the following questions on an attached sheet:
Why do you want a mentor?
What goals, aspirations, or plans do you have that you feel a mentor could help you with?
What kind of special knowledge and experience should a mentor have to be most helpful to you?
What characteristics are you looking for in a mentor?
What do you hope to gain from the mentoring experience?
Do you have any specific requests we should consider in matching you with a mentor?

Please read and sign:
I understand that my participation in the UNC Staff Assembly Mentoring Program is voluntary but that my commitment is essential to the success of the mentoring relationship. I agree to attend conferences that I schedule with my mentor by any means, answer e-mails and review and respond to posts to Blackboard or any other electronic means that we agree to use as a mode of communication. I will take responsibility for keeping in touch with my mentor and updated him or her on my progress, adhere to the program guidelines and make every effort to fulfill the commitments that I make to the program.

Signature: ___________________________ Date: ___________________________
Please complete this form and the requested attachment, sign it and return it to:

Name

Contact Information
UNC STAFF ASSEMBLY

Distinguished Staff Mentoring Program

Academic School Year: 2008-2009

MENTOR APPLICATION FORM

Areas:
Building Environmental Services Supervisor  Facility Maintenance Supervisor
Building Environmental Services Manager

Full Name: ___________________________  Job Title: ________________________________

Campus Address: ______________________  Work Location: ________________________
(Shop name and CPO#) (Campus and location on campus)

Work phone: ______________  Cell phone: ___________  E-Mail Address: ________________

Work Schedule: ________________________________________________________________

Are you able to commit to spending an average of 1 hour a week for the first 4 months of the mentoring relationship and as needed thereafter? (Circle One) YES NO

Have you ever been a mentor? ________  Have you ever had a mentor? __________

Please underline your competency designation:
Contributing  Journey  Advanced

Areas of mentor expertise (Please check all that apply):
Knowledge – Technical _____  Project Management _____
Human Resources Management _____  Leading Work Teams _____
Safety and Health Management _____  Financial Management – Budget _____
Customer Service _____  Planning and Organizing Work _____
Budgeting _____  Training _____
Managing Work & Performance _____  Interpersonal Skills _____
Communication _____
Please answer the following questions:

Why do you want to be a mentor?

What characteristics do you feel you have that would make you a good mentor?

In what areas do you feel you have special knowledge and experience to offer that would be helpful to a less experienced employee?

Please list any leadership, management, technical or professional positions you have held prior to the position you now hold.

What do you hope to gain from the mentoring experience?

Are there any areas of training you feel you need to be ready to be a good mentor?

Please read and sign:
I understand that my participation in the UNC Staff Assembly Mentoring Program is voluntary but that my commitment is essential to the success of the mentoring relationship. I agree to attend conferences that I schedule with my mentee by any agreed-upon means (answer e-mails, phone calls and review and respond to posts to Blackboard or any other electronic means etc.) I will adhere to the program guidelines and make every effort to fulfill the commitment that I have made to help my mentee advance professionally.

Signature:______________________________ Date:____________________

Please complete this form and the requested attachment, sign it and return it to:
Name
Contact Information
UNC STAFF ASSEMBLY

Distinguished Staff Mentoring Program

Academic School Year: 2008-2009
Area: Library

Full Name: ___________________________________ Job Title: ________________________________

Campus: ___________________________ Name of Supervisor and Phone:________________________
   (Name of UNC Institution)

Work phone: _______________ Cell phone: ___________ E-Mail Address:_______________________

Work Schedule: ____________________________________________________________

Are you able to commit to spending the equivalent of 1 hour a week for the first 4 months of the mentoring relationship and as needed thereafter? (Circle One) YES NO

Have you ever been a mentor? ______ Have you ever been a mentor? ______

Please underline your competency designation:
Contributing Journey Advanced

Areas of mentor expertise (Please check all that apply):
Special____ Reference____
Subject Area____ Cataloging____
Administrative____ Computer Services/IT____
Media Specialist____ Access Services____
Other:
____________________________________________________________________________________
_________________________________________________________________________________
Please answer the following questions on an attached sheet:
Why do you want to be a mentor?
What characteristics do you feel you have that would make you a good mentor?
In what areas do you feel you have special knowledge and experience to offer that would be helpful to a less experienced employee?
Please list any leadership, management, technical or professional positions you have held prior to the position you now hold.
What do you hope to gain from the mentoring experience?
Are there any areas of training you feel you need to be ready to be a good mentor?

Please read and sign:
I understand that my participation in the UNC Staff Assembly Mentoring Program is voluntary but that my commitment is essential to the success of the mentoring relationship. I agree to attend conferences that I schedule with my mentee by any agreed-upon means (answer e-mails, phone calls and review and respond to posts to Blackboard or any other electronic means etc.) I will adhere to the program guidelines and make every effort to fulfill the commitment that I have made to help my mentee advance professionally.

Signature:_________________________________ Date:___________________

Please complete this form and the requested attachment, sign it and return it to:

Name
Contact Information
UNC STAFF ASSEMBLY

Distinguished Staff Mentoring Program

Academic School Year: 2008-2009

MENTEE APPLICATION FORM

Area: Library

Full Name: ____________________________  Job Title: ____________________________

Campus: ________________________________Name of Supervisor and Phone: ____________________________

(Name of UNC Institution)

Work phone: ___________  Cell phone: ___________  E-Mail Address: ___________

Work Schedule: __________________________________________________________________________

Are you able to commit to spending the equivalent of 1 hour a week for the first 4 months of the mentoring relationship and as needed thereafter? (Circle One) YES  NO

Have you ever been a mentor? ____________  Have you ever had a mentor? ____________

Please underline your competency designation:

Contributing  Journey  Advanced

Please check the area in which you seek mentoring:

Special____  Reference____

Subject Area____  Cataloging____

Administrative____  Computer Services/IT____

Media Specialist____  Access Services____

Other: ____________________________

Please answer the following questions on an attached sheet:

Why do you want a mentor?

What goals, aspirations, or plans do you have that you feel a mentor could help you with?

What kind of special knowledge and experience should a mentor have to be most helpful to you?

What characteristics are you looking for in a mentor?

What do you hope to gain from the mentoring experience?

Do you have any specific requests we should consider in matching you with a mentor?

Please read and sign:

I understand that my participation in the UNC Staff Assembly Mentoring Program is voluntary but that my commitment is essential to the success of the mentoring relationship. I agree to attend conferences that I schedule with my mentor by any means, answer e-mails and review and respond to posts to Blackboard or any other electronic means that we agree to use as a mode of communication. I will take responsibility for keeping in touch with my mentor and updated him or her on my progress, adhere to the program guidelines and make every effort to fulfill the commitments that I make to the program.

Signature: ____________________________  Date: ____________________________

Please complete this form and the requested attachment, sign it and return it to:

Name

Contact Information
The UNC Staff Assembly Distinguished Mentors Pilot Program

MENTOR/MENTEE AGREEMENT FORM

Academic School Year: 2008-2009

Mentor Name________________________________________________________
UNC Institution_______________________________________________________
Contact Info (Work & fax Phone, e-mail, mailing address:
________________________________________________________________________
________________________________________________________________________

Mentee Name____________________________________________________
UNC Institution_____________________________________________________
Contact Info (Work & fax Phone, e-mail, mailing address:
________________________________________________________________________
________________________________________________________________________

Goals and Measurable Objectives:
We have identified the following over-arching goal(s) and specific measurable objectives as intended outcomes of our mentoring relationship by the end of the Pilot Program:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Time-Line:
After having been in this relationship for four months, what of the aforementioned measurable objectives do you expect to have completed in a more than satisfactory manner:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Preferred Mode(s) of Communication (e-mail, telephone, teleconference, Blackboard, fax, etc.):
________________________________________________________________________

Frequency of meetings (monthly, bi-monthly, etc.), Time and Day:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Other Expectations (of Mentor and/or of Mentee):
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

We are entering into this agreement with the expectation that it will be viable until the end of the Pilot, June 1, 2009. However, we agree to a no-fault conclusion of this partnership if, for any reason, it seems appropriate.
The UNC Staff Assembly Distinguished Mentors Pilot Program

MENTOR/MENTEE Fourth Month Assessment
(A separate form is to be completed by the mentor and mentee)

Academic School Year: 2008-2009

Area of mentoring (Department/Competency level and Focus Area):

Mentor Professional Job Title: ____________________________________________________________
UNC Institution ______________________________________________________________________
Mentee Professional Job Title: ____________________________________________________________
UNC Institution ______________________________________________________________________

Which role did you play? (Please check one)   MENTOR     MENTEE

Have the Measurable Objectives identified for completion at this benchmark been achieved? (Circle One) YES NO -- If yes, to what degree: (Circle One) 100% 90% 80% 75% 50% 40% 25%

Did you have enough time to complete the objectives that you identified for completion at this benchmark? (Circle One) YES NO

Did you meet according to your preferred mode of communication?   YES NO

Please check all the obstacles and challenges that prevented you from achieving your goals:

None (achieved 100 – 90% of goals for this benchmark) _____
Schedule _____ Workload _____
Lack of supervisory support _____ Personal Conflicts _____
Not well matched _____ Not enough time _____
Other (please articulate):
_______________________________________________________________________________

How would you qualify the relationship that has developed with your (mentor or protégé) since the initial signing of your agreement? Please check all that apply:

Professional _____ Courteous _____ Of some benefit _____
Mutually Beneficial _____ Friendly _____ Not Beneficial _____
One Sided _____ Adversarial _____ Other (please explain) _____

How many times did you communicate (by any means) with each other per month?

0-1 _____ 2-3 _____ 4-5 _____ 6-7 _____ 8 or more _____
Is this LESS OR MORE of the number of times that you planned to communicate? (Please circle one)

How would you rate the support from your department and/or supervisors while you participated in the pilot? Excellent _____ Very good _____ Good _____ Average _____ Poor _____

Were your other expectations fulfilled? YES NO

Would you recommend this program to colleagues? (Circle One) YES NO

Will you continue in the Pilot Project until it ends (June 1, 2009) YES NO

Is there anything you would change about the UNC Staff Assembly Distinguished Staff Mentoring Project?
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
Thank you for this mid-term feedback and for participating in this pilot program!

The UNC Staff Assembly Distinguished Mentors Pilot Program

MENTOR/MENTEE End of Pilot Assessment
(A separate form is to be completed by the mentor and mentee)

Academic School Year: 2008-2009

Area of mentoring (Department/Competency level and Focus Area):

Mentor Professional Job Title: ___________________________________________________________
UNC Institution _____________________________________________________________________

Mentee Professional Job Title: _________________________________________________________
UNC Institution _____________________________________________________________________

Are you the Mentor or Mentee? (Circle One)

At the time of your Fourth Month Assessment to what degree had you completed the measurable objectives that were identified to be completed by this benchmark? (Circle One) 100% 90% 80% 75% 50% 40% 25%

Did you adjust the mentoring relationship in order to achieve better results? (Circle One) YES NO

Have the Measurable Objectives identified for completion at the end of the pilot project been achieved? (Circle One) YES NO -- If yes, to what degree: (Circle One) 100% 90% 80% 75% 50% 40% 25%

How satisfied have you been with the way in which your mentor/mentee participated with you?
Extremely Satisfied ____    Very Satisfied____    Satisfied____ Not satisfied____

How would you rate the support from your department and/or supervisors while you participated in the pilot?
Excellent____    Very good____    Good____ Average____ Poor____

What benefits did you receive from the mentoring program? (Please check all that apply)
Enhanced job performance____    Learned alternate means of doing work____
Established valuable professional rapport with colleague from another UNC institution____
Provided greater job satisfaction____
Other________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

Would you recommend this program to colleagues? (Circle One) Yes No

Would you participate in the program in future years? (Circle ONE) YES NO

What role did you play in the pilot program? (Circle One) Mentor Mentee Other

What should the UNC Staff Assembly change about the mentoring program in order to ensure more affective and efficient operations and thereby more productive outcomes?
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
Thank you for participating in the UNC Staff Assembly Distinguished Mentors Pilot Program. Your input is valuable and important for the improvement of the program.
DATE

FNAME LNAME
ADDRESS
CITY, ST ZIP

Dear FNAME,

Congratulations! You have been admitted to participate in the UNC Staff Assembly Distinguished Staff Mentoring Program. Please review the enclosed materials and contact your MENTOR/MENTEE within one week (5 business days).

Mentor/Mentee: ____________________________________________

Title/Function: ____________________________________________

Institution: ________________________________________________

Address: _________________________________________________

_________________________________________________________

Phone: ____________________ Email: _________________________

If you have any questions, you may contact me by phone xxx-xxx-xxxx or email xxxxxxxx@xxxx.edu.

Best wishes for a successful and rewarding mentoring experience!

Chair, Oversight Committee
Distinguished Staff Mentoring Program
MEMORANDUM

TO: MENTEEFNAME MENTEELNAME, Mentee
MENTORFNAME MENTORLNAME, Mentor
MENTEESUPVFNAME MENTEESUPVLNAME, Mentee’s Supervisor
MENTORSUPVFNAME MENTORSUPVLNAME, Mentor’s Supervisor

FROM: NAME
Overseight Committee Chair
Distinguished Staff Mentoring Program

DATE: DATE

RE: Program Evaluation

As you may know, the formal mentoring agreement between MENTEEFNAME MENTEELNAME and MENTORFNAME MENTORLNAME ended effective ENDDATE.

Please take a moment to reflect upon your experiences in the program and complete the attached evaluation materials. Your confidential responses will be used only to determine the effectiveness of the program. No personal or sensitive information will be shared or distributed.

Evaluation materials are to be returned within one week (5 business days).

If you have any questions, you may contact me by phone xxx-xxx-xxxx or email xxxxxxxx@xxxx.edu.

Thank you and best wishes.