



HHS MENTORING PROGRAM

Partnering for Excellence

MENTORING PROGRAM GUIDE

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I. PROGRAM VISION STATEMENT

HHS is recognized as having a culture that promotes continuous development and sharing of knowledge and experience through the mentoring process.

II. PROGRAM MISSION STATEMENT

The HHS Mentoring Program provides a forum for employees and managers at all levels to "Partner for Excellence" in order to enhance their performance, achieve their professional goals, and fulfill the Department's mission.

III. INTRODUCTION

The Department of Health and Human Services has a workforce of over 65,000 employees across the nation. This workforce is a critical component in accomplishing its mission to “ensure the health and well-being of Americans by providing for effective health and human services and by fostering strong, sustained advances in the sciences, underlying medicine, public health, and social services.” To accomplish this mission, as a Department, we have to employ a variety of methods to develop and retain a diverse and high-performing workforce. The HHS Mentoring Program is a major component in developing our workforce and leveraging strength and knowledge within the workforce to achieve critical Departmental goals.

The HHS Mentoring Program will highlight the importance of “*Partnering for Excellence*” in order to enhance individual and organizational performance, while enabling employees at various stages of their profession to achieve their professional goals. In the federal sector, we continue to face human capital management challenges related to an aging workforce, helping new employees transition into HHS, and continuing to develop strong leadership and technical skills at all levels. We need to maintain a competent, experienced and motivated workforce. This program will be a critical component in strengthening our ability to achieve the goals of our human capital management strategy in relation to workforce/talent development, succession planning, recruitment, and retention.

The HHS Mentoring Program is designed to provide our employees with opportunities to develop and build leadership and mission-critical knowledge and skills, and increase employee performance and retention. This program is fundamentally designed to leverage the knowledge and experience of individuals that have strong leadership and technical competencies in order to develop others within the HHS workforce – “*Partnering for Excellence.*” The HHS Mentoring Program will enable a culture that will encourage continuous development and learning at all levels.

IV. PROGRAM OBJECTIVES

The HHS Mentoring Program seeks to:

- Afford HHS employees the opportunity to share their knowledge, experience, insight and guidance to support the development of high-performing employees and future leaders.
- Provide mentees with the opportunity to gain broader perspectives about HHS, including its values, norms, expectations and culture.
- Empower mentees to be more proactive in planning and achieving their professional goals; thereby enhancing their ability to make productive career decisions.
- Encourage employees to participate in the development of others through the sharing of their expertise and knowledge.
- Provide ongoing assessment and self-evaluation for employees that will result in learning, performance improvement, and productivity.
- Assist in the recruitment and retention of a high-quality diverse workforce and ensure that HHS is an employer of choice for current and future employees.
- Encourage cross-departmental mentoring relationships in support of the 'One HHS' philosophy to engage all employees in sharing a common departmental mission.

V. PROGRAM BENEFITS

The rewards of having an HHS Mentoring Program are great. While there are many obvious benefits to mentors and mentees, this program will also be extremely advantageous to the HHS organization. Highlighted below are the benefits to mentees, mentors, and the organization.

Benefits to Mentee	Benefits to Mentor	Benefits to Organization
Assistance in defining realistic professional goals, paths, strategies, and options	Opportunity to contribute to the success of individuals and thereby investing in HHS – Leave a Legacy	Builds a learning organization that fosters personal and professional growth through the sharing of information, skills, culture, and common vision
Increase opportunity for professional and personal growth through coaching, feedback, and training opportunities	Opportunity to share expertise with others across organizational boundaries	Development and retention of human talent through the sharing and leveraging of strategic knowledge and skills throughout the department
Receive feedback to support professional development and growth	Opportunity to enhance leadership skills by developing others	Increase job satisfaction and improve quality of worklife balance.
Increase understanding of the HHS culture, values, and norms	Expand professional network by working with the mentee and participating in Department-wide training and networking events	Increase in role modeling with leaders teaching other leaders which support management and workforce development and succession planning
Structured training to address competency skill gaps	Increase understanding of how employee priorities and capabilities can be leveraged to meet department goals	Increase and manage intellectual capital to achieve departmental goals, initiatives, etc. – Partnering for Excellence

VI. PROGRAM ROLES & RESPONSIBILITIES

Policies and procedures listed in this guide are intended to provide a framework for building, implementing and managing a successful mentoring program. This framework serves as a foundation for program implementation by all HHS operating divisions (OPDIVs).

HHS U Program Administration

HHS University (HHSU) will provide program staff to assist in the overall management of the mentoring program, design and delivery of training events activities associated with the mentoring program, and to serve as a liaison to OPDIVS and participants. HHS U program management and administration responsibilities are listed below:

1. HHSU will create and manage the mentoring program website which will serve as a marketing tool for the program to all HHS employees who wish to participate in the program. The website will also include links to OPDIV specific mentoring programs' information and events.
2. HHSU will create and manage an online (web-based) registration and application process.
3. HHSU will provide online and classroom orientation instruction to all OPDIV/STAFFDIVS.
4. HHSU will provide training events for program participants and provide support to OPDIVS in the development of agency-specific events.
5. HHSU will provide a template for marketing and promotional materials to OPDIVS and will aid in the marketing of the program to HHS employees.
6. HHSU will maintain a central repository of all program data and will continue to report program statistics to external stakeholders, including the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) as needed.
7. HHSU will develop and manage all program evaluation initiatives and create a framework for department-wide implementation of policy changes and updates to OPDIV.
8. HHSU will provide general oversight for all OPDIV mentoring program components and serve as the technical expert in training event design, development, implementation and evaluation.

Program Mandatory Requirements for OPDIVs and STAFFDIVS

HHS OPDIVs/STAFFDIVS may retain the flexibility in the management and administration of their respective mentoring programs, however, they are expected to comply with basic requirements of the HHS Mentoring Program. To achieve consistencies in management and accountability of program reporting and evaluation, OPDIVS are required to do the following in support of the Department's "One HHS" philosophy:

1. OPDIVS are required to have all participants in the HHS or OPDIV-specific mentoring programs register their names and the type(s) of platform (i.e., senior-to-junior, etc.) chosen in the HHS Mentoring Matching System. OPDIVS should use the HHS Mentoring Matching System to monitor and document program participation. The HHS Mentoring Matching System will support OPDIV-specific platforms (i.e., senior-to-junior, etc.). Please contact the HHSU Mentoring Program Manager for further guidance on this matter.
2. OPDIVS are required to ensure that their employees (mentors and mentees) attend the orientation course prior to participating in the program. HHS will waive this requirement if employees have attended a similar program within the last year (i.e., 12 months). Orientation is sponsored by HHSU either online or through instructor-led training at no additional cost to the OPDIV.

Program Administrators and Participants

HHS Mentoring Program Manager:

The HHS Mentoring Program Manager will be an employee within HHSU. The Program Manager will provide oversight, leadership, and administrative support to all aspects of the mentoring program. Specifically, the HHS Mentoring Program Manager will fulfill the following responsibilities:

- Serve as the primary point-of-contact for program policy and procedures.
- Communicate departmental expectations and guidance to HHS OPDIVs.
- Maintain communication with OPDIV Coordinators to ensure program components are designed and implemented consistently within stated program goals and objectives.
- Coordinate the design, delivery and evaluation of the program's marketing, recruitment of mentors, training and reporting methods.
- Coordinate and schedule quarterly meetings/updates with OPDIV coordinators.
- Prepare assessments and evaluation reports for HHS management.

OPDIV/STAFFDIV Coordinators:

Each OPDIV will assign a Program Coordinator to manage and oversee implementation of the program at the OPDIV-level. OPDIV Coordinator's will fulfill the following duties:

- Manage OPDIV-specific mentoring program activities and be the point-of-contact for existing OPDIV mentoring relationships.
- Oversee the mentoring pairing process for all third party matches.
- Maintain confidentiality regarding mentoring relationships and issues where 3rd party intervention is necessary.
- Assist mentees in identifying and selecting mentors within their OPDIVs or across OPDIVs as appropriate.
- Provide OPDIV management regular briefings and updates to ensure that they understand the mentoring process and the program requirements/expectations of participants within their organization.
- Monitor and submit reports to the HHS Mentoring Program Manager.
- Participate in quarterly administrative meetings.

Managers/Supervisors:

The manager/supervisor plays a critical role in the success of the mentoring program by providing ongoing support to employees. The manager/supervisor should:

- Encourage and acknowledge employees participation in the program.
- Provide feedback on the mentoring program to OPDIV/STAFFDIV Coordinators.
- Support employees in developing and executing the IDP.
- Support mentoring program training events by allowing employees to participate.
- Communicate the benefits to employees.

Mentors:

Mentoring is an active partnership that is aimed at fostering professional growth and development. In order for the HHS Mentoring Program to be successful, mentors and mentees must be active and committed participants.

HHS mentors are the crux of this Program. We are relying on these individuals to aid in the continual renewal and increase of knowledge within the HHS workforce. These individuals should possess very specific knowledge, skills and abilities that are aligned with the program purpose and HHS mission, vision, and core values. Additionally, general characteristics of an effective mentor include:

- Strong interpersonal skills
- Organizational knowledge
- Technical competence
- Strong leadership skills

- Sense of Personal power
- Confidential
- Supportive and Patient

While a mentor should be fully supportive of a mentee's professional development and should provide encouragement and guidance, it is not the role of a mentor to advocate on behalf of the mentee in terms of promotion, special assignments, or changes in employment.

Outlined below are the specific responsibilities of the **mentor** in the mentor/mentee relationship:

- Establish mentoring agreements that outline the terms of the relationship.
- Communicate with mentees at least monthly, or as established by the mentoring agreement.
- Participate in orientation, training events, and additional mentoring activities.
- Assist mentees with the establishment of an IDP.
- Provide advice, coaching, and/or feedback to mentees on a regular basis.
- Maintain confidentiality within mentoring relationships.
- Guide the mentee to the completion of the program.

Mentee:

The most successful mentees are those who are motivated and feel empowered to plan and manage their professional life. They take responsibility for their development, learning and professional growth. They come to the mentor/mentee relationship open to coaching, feedback and guidance from the mentor.

Outlined below are the specific responsibilities of the **mentee** in the mentee in the mentor/mentee relationship:

- Initiate and communicate expectations regarding mentoring relationship.
- Establish mentoring agreement that outlines the terms of the relationship.
- Collaborate with the mentor to identify competency strengths and weaknesses.
- Meet with mentor on a monthly basis, or as established by the mentoring agreement.
- Participate as an active listener when receiving feedback.
- Keep supervisor apprised of participation and progress in the Mentoring Program.
- Establish an IDP.
- Participate in orientation, training events, and additional mentoring activities.
- Maintain confidentiality within the mentoring relationship.

VII. PROGRAM PLATFORM & COMPONENTS

The HHS Mentoring Program is based on the OPM Leadership Competency Framework (See Appendix H for Definitions) and includes both the HHS Leadership and Core Competencies. Participants will be offered an opportunity to develop leadership and technical competencies through this program. The mentoring relationship will allow mentees to develop competencies through just-in-time feedback and guidance which will improve their overall performance and success in the workplace.

To support development of these competencies, the HHS Mentoring Program offers two mentoring platforms: (1) Senior-to-Junior, and (2) Peer-to-Peer (P2P). These two platforms will allow employees to experience mentoring relationships in order to fulfill a variety of learning needs, manage their own growth and development, and build and strengthen relationships throughout the organization. Participants can serve simultaneously as a mentor and mentee within their home OPDIV or through a cross-OPDIV relationship.

Senior-to-Junior	Peer-to-Peer (P2P)
<ul style="list-style-type: none"> • Eligibility – Any HHS or commissioned corps employee • One-on-One relationship • Mentor is a higher grade than the mentee and cannot be in the same reporting chain • 12-month commitment 	<ul style="list-style-type: none"> • Eligibility – Any HHS or commissioned corps employee at any grade level • One-on-One relationship • Mentor is typically the same grade as the mentee • Pairs may be in the same reporting chain • 12-month commitment

The following components are required for successful completion of the program:

Orientation – All employees must participate in the mentoring orientation to prepare mentors/mentees for an effective mentoring relationship unless they have attended an orientation over the last year (i.e., 12 months). For in-person events, this will also allow pairs to participate in a “meet and greet.” Individuals in distant mentoring relationships should arrange a meeting with their mentoring partner following the online or instructor-led session. The mentee should document attendance at an orientation in the Mentoring Matching System.

Mentoring Agreement – This document is signed by both the mentee and mentor to help clearly outline expectations and establish terms for the mentoring relationship (See Appendix A). When the pair completes the mentoring agreement, the mentee must log-in

to the mentoring website to indicate completion in the online system which will alert the OPDIV Coordinator within one month of match confirmation date.

Individual Development Plan (IDP) – This document is developed by the mentee with the assistance of the mentor. The purpose of the IDP is to assist the mentee in planning professional development and improving on-the-job performance. If the mentee has already established an IDP with their manager of record, the document should be used as a starting point in discussions with the mentor. The mentoring pair should identify strengths, developmental needs, activities, and track the mentees' progress throughout the mentoring relationship. The mentoring pair should consider and factor in any feedback provided by the supervisor which will be critical to the employee's development. Thereafter, the mentee will obtain input and/or share the IDP, as appropriate, with their supervisor/manager of record. The supervisor/manager of record's involvement in this process is critical since the goal is to develop employees professionally and improve their performance. In addition, the supervisor/manager of record's support in executing the IDP is critical to achieving the goals of the plan (e.g. training, details, on-the-job training, etc.)

If the supervisor chooses not to provide any input, the mentor and mentee should proceed with the development of the IDP and provide a copy of the IDP to the supervisor for review.

When the pair creates the IDP, the mentee must log-in to the mentoring website to indicate completion of the IDP which will alert the OPDIV Coordinator within one month of the match confirmation date. (See Appendix D).

At this stage of the relationship, the mentoring pair should review the IDP periodically and continue to work through stated objectives, making changes as needed. To assist the pair, the OPDIV program coordinator and HHS U staff will provide other informational resources and quarterly training events targeting specific topics to enhance the mentoring relationship and professional development.

6-Month Mentoring Progress Report - In order to ensure positive mentor/mentee relationships, we will monitor the progress of the mentoring pairs. The goal is to ensure that the relationship is mutually beneficial and to detect potential issues as early as possible. OPDIV coordinators may establish procedures for tracking the progress of participants within their organization.

Mentoring participants will submit a 6-month progress report (Appendices B and C). In the event that a mentoring relationship is not working as effectively as it should after 3 months, either partner may terminate the relationship. The role of the OPDIV coordinator is to provide guidance to the pairs prior to terminating the relationship.

1-Year Program Completion Survey - To evaluate the HHS Mentoring Program's overall effectiveness, participants should assess the program via a 1-year completion survey (see Appendices E and F) in order to determine if the program objectives were

met. Evaluation is important in measuring the program's success. Information sharing between the OPDIV/STAFFDIVs and program administrators is essential to ensuring effective program implementation and goal achievement within the Department. The HHS Program Manager in coordination with the OPDIV is responsible for receiving the completed survey to assess program effectiveness and the Department's return on investment.

VIII. MENTORING APPLIED TO LEADERSHIP DEVELOPMENT AND NEW EMPLOYEE ORIENTATION PROGRAMS

All of the HHS leadership development programs have mentoring components to assist participants in achieving the specific goals associated with the programs. Programs such as the HHS Senior Executive Service Candidate Development Program, Emerging Leaders Program, and Presidential Management Fellows include a mentoring component. Additional program specific mentoring guidelines can be found in each of the respective leadership development program's handbook. Individuals participating in these programs will be expected to use the online matching system and should use one of the platforms available.

Additionally, OPDIVS are encouraged to include a mentoring component in OPDIV new employee orientation programs. Mentoring for new employees is integral to retention of new hires and will help them to quickly assimilate and learn the HHS culture, etc.

IX. PROGRAM REGISTRATION AND MATCHING

A mentoring program is only as effective as the relationships that are developed between mentees and mentors. The "chemistry" between the mentor and mentee as well as a match between the mentor's expertise and the mentee's developmental needs are critical components for a successful relationship.

Research has demonstrated that the matching process is the principal driver for a successful mentoring program. Since any mentoring program focuses on the developmental needs of the mentee, their professional developmental needs will be the primary basis for matching with a mentor. Considerations for appropriate mentee/mentor matches include, but are not limited to the following:

- The mentee's developmental needs and the mentor's areas of expertise
- Professional goals of the mentee in relation to the occupation/career history of the mentor
- Mentoring platform preferences (i.e., Peer-to-Peer and Senior-to-Junior)
- Geographic/OPDIV location of the mentee and mentor

Online Application:

All eligible HHS employees interested in the HHS Mentoring Program may submit an application online through the website <https://mentoring.hhs.gov/>. The online application collects information regarding biographical background, geographic data, mentor's expertise, mentee developmental needs/interests, and participant's preferences.

Employees may participate in either of the mentoring program platforms (i.e., senior-to-junior and peer-to-peer). Participants can establish multiple mentoring relationships as a mentor and serve simultaneously as a mentor and mentee within their home OPDIV or through a cross-OPDIV relationship. A mentor can opt to mentor up to 5 individuals while participating in the Program. Mentees may invite up to 3 prospective mentors to discuss the potential of matching, however, they may only form a mentoring relationship with 1 mentor.

Matching Process:

There are three ways in which participants will be matched: (A) auto-matching (B) self-selection, (C) third party matching.

A. Auto-Matching:

Auto-Matching should be used by mentees to locate prospective mentors that are participating in the Program and available in the system. This matching method is ideal for mentees who are looking to use a system generated match to find a complementary mentor. The auto-matching system will automatically match the mentee using the following criteria:

- The mentee's developmental needs and the mentor's areas of expertise
- Professional goals of the mentee in relation to the career history of the mentor
- Mentoring platform preferences (i.e., Peer-to-Peer and Senior-to-Junior)
- Geographic location of the mentee and mentor

Once the system has generated list of prospective mentors, the process is as follows in sequence:

- The mentee must then invite no more than 3 prospective mentors to participate in a discussion about the possibility of establishing a mentoring relationship. In this stage of the process, this simply means that the mentee wants to talk with the mentor about his/her developmental needs and interests in a mentoring relationship.
- The prospective mentor(s) will receive an email communicating that they have been invited to discuss the possibility of creating a mentoring relationship. The prospective mentor(s) must log into the system in order to accept or decline the invitation to discuss a mentoring relationship.

- Prospective mentors may decline an invitation to meet to discuss a mentoring relationship(s) based on professional time constraints or mentoring preferences. The mentee will be notified via email that the mentor has accepted or declined the invitation to meet to discuss establishing a mentoring relationship.
- If the prospective mentor declines the invitation via the online system, the mentee should not contact the prospective mentor.
- If the prospective mentor accepts the invitation via the online system, the mentee may contact the prospective mentor. During this stage of the process, the prospective mentor and mentee may choose to meet and/or talk by phone to determine if there is a good fit and interest in “confirming” and moving forward as a pair in the HHS Mentoring Program.
- The mentee must access the online system in order to confirm the relationship with the mentor.
- If both parties agree to establish the mentoring relationship, the mentor and mentee should select and attend an orientation (online or instructor-led).

Following attendance at the orientation, the pair may schedule the first meeting and begin to complete the Mentoring Agreement (Appendix A) and the IDP (Appendix D) in future meetings.

After the mentee completes the Mentoring Agreement (Appendix A) and their IDP (Appendix D), they must log into the mentoring online system and indicate that the documents have been completed. This will allow the Mentoring Program OpDiv Coordinator to monitor mentoring relationships and track program completion.

B. Self-Selection Matching:

The Self-Selection Matching option will allow a mentee to query a mentor by name, OPDIV or geographic location. This option is ideal for mentees that have interest in a particular mentor due to familiarity with a potential mentor and their expertise. It can also be used for mentoring relationships that are already in progress at an OpDiv level or an informal mentoring relationship.

Mentees using this option may only search for mentors that have applied to the program in the matching database. If a mentoring relationship already exists, the mentee should communicate with their mentor requesting that the mentor complete an online application in the Mentoring Matching System.

Once a mentee has used the Self-Selection method to find a prospective mentor by name or other selected criteria, they must then invite the prospective mentor to participate in a mentoring relationship. The process is as follows in sequence:

- The mentee must invite the prospective mentor to participate in a discussion about the possibility of establishing a mentoring relationship. In this stage of the process, this simply means that the mentee wants to talk with the mentor about his/her developmental needs and interests in a mentoring relationship. (NOTE: If the mentor and mentee have already agreed to participate as a pair, they should simply use the system to confirm the mentoring relationship. The next steps in the process are not required.)
- The prospective mentor(s) will receive an email communicating that they have been invited to discuss the possibility of creating a mentoring relationship. The prospective mentor(s) must log into the system in order to accept or decline the invitation to discuss a mentoring relationship.
- Prospective mentors may decline an invitation to meet to discuss a mentoring relationship(s) based on professional time constraints or mentoring preferences. The mentee will be notified via email that the mentor has accepted or declined the invitation to meet to discuss establishing a mentoring relationship.
- If the prospective mentor declines the invitation via the online system, the mentee should not contact the prospective mentor.
- If the prospective mentor accepts the invitation via the online system, the mentee may contact the prospective mentor. During this stage of the process, the prospective mentor and mentee may choose to meet and/or talk by phone to determine if there is a good fit and interest in “confirming” and moving forward as a pair in the HHS Mentoring Program.
- The mentee must access the online system in order to confirm the relationship with the mentor.
- If both parties agree to establish the mentoring relationship, the mentor and mentee should select and attend an orientation (online or instructor led).

Following attendance at an orientation, the pair may schedule the first meeting and begin to fill out the Mentoring Agreement (Appendix A) and the IDP (Appendix D) in future meetings.

After the mentee completes the Mentoring Agreement (Appendix A) and their IDP (Appendix D), they must log into the system and indicate that the documents have been completed. This will allow the Mentoring Program OpDiv Coordinator to monitor mentoring relationships and track program completion.

C. Third Party Matching:

The Third Party matching method should only be used by mentees if they have experienced difficulty in using the above mentioned matching methods and are unable to enter a mentoring relationship using the Auto-Matching method or the Self-Selection method.

The Third Party Matching process allows the OpDiv Coordinator to conduct a search of the Mentoring Matching System in order to locate a prospective mentor for the mentee. The OPDIV Coordinator should contact the prospective mentors to discuss a possible match to make a determination regarding the mentor's interest. Thereafter, based on the outcome of those conversations, the OpDiv Coordinator will provide the mentee with a list of prospective mentors based on the specified needs and the known challenges facing the mentee. The mentee should then speak with the prospective mentors and both parties can determine if the relationship will be a good fit. Once the pair is confirmed, the mentee should go into the Mentoring Matching System and follow the steps for the Self-Select matching option.

XI. TRAINING

The HHS Mentoring Program will provide opportunities for participants to learn new skills and improve performance. Mentoring training components are designed to assist in meeting developmental needs of participants (mentor/mentee) and maximize the benefits of the mentoring relationship.

OpDivs are responsible for tracking mentoring training through the HHS Learning Portal and ensuring that mentoring participants complete training requirements by generating reports in the LMS. Training will be implemented through a variety of delivery methods and will be accessible to mentoring program participants around the country.

A. Training Components

Orientation

The overall objective of the orientation is to provide basic information and knowledge in order to help mentoring pairs to understand their role in the mentoring relationship. The orientation session provided to program participants will cover the following:

- HHS Mentoring Program structure and program guidelines
- Roles and responsibilities of mentors and mentees
- Mentoring agreement/confidentiality guidelines
- General guidelines on developing the IDP

The orientation will be provided in a format (online and classroom) that is accessible to all mentoring participants, regardless of location. All participants must attend an orientation prior to meeting with their mentor/mentee unless they have participated in an orientation within the last year. Please visit the Mentoring Website to verify scheduled

dates and to access the online orientation.

Lunch and Learn Series

The HHS Mentoring Program is based on the OPM Leadership Competency Framework (See Appendix H for Definitions) and includes both the HHS Leadership and Core Competencies. Of these competencies, we have identified eight competencies that we believe will significantly support personal and professional development of mentoring program participants. The competencies are:

- Self-Direction
- Accountability
- Leveraging Diversity
- Conflict Management
- Strategic Thinking
- Organizational Systems Awareness
- Customer Service
- Decisiveness

With a focus on eight key competencies for personal and professional development, the series will provide optional training that is designed to support learning and development in the mentoring relationship. These events will provide opportunities for participants to network and hear from speakers that have effectively used these competencies to achieve professional goals. Please visit the HHS Mentoring Program website for additional details.

These activities provide additional training opportunities and tools to both mentee and mentor. They are designed to help individuals to network with individuals across HHS and share experiences and success stories regarding mentoring in HHS.

Online Training

As an alternative to participants in various geographic locations, HHSU will provide online training courses in the Learning Management System (LMS) to mentoring program participants that will focus on the eight competencies mentioned above. The online courses will provide additional insight to the 'Lunch and Learn Series' and provide more structured learning about the competencies addressed in the series. By completing the online training, mentoring program participants will gain a further understanding of these competencies and their application to the HHS workplace.

B. Training Policies & Attendance Requirements

Training Registration

Mentoring participants who wish to enroll in any of the program-sponsored training events or activities will need to register for the class via the HHS Learning Portal (i.e.,

HHS Learning Management System).

Training Requirements

Employees are required to complete the mentoring orientation (online or classroom). Employees who have documentation of completing a mentoring orientation within the last one (1) year are exempt from this requirement. Once an orientation has been attended by the pair, this should be noted in the online system by the mentee. In addition to the orientation, participants are encouraged to engage in ongoing training activities.

Training Evaluation

Each training event will include an evaluation to solicit participants' comments and suggestions on course content and presentation. Evaluations are used to make improvements in course length, curriculum, and selection of instructors. Participants are also encouraged to contact HHSU staff to discuss concerns or recommendations they have regarding specific training courses.

C. Mentoring Training Support

The HHSU Mentoring Program Manager will be the primary contact for questions related to the mentoring competencies and training plan. Support for the online components of the training plan is available through the HHS Learning Management System Help Desk at 1-866-246-5440 or DHHSHelp@gpworldwide.com.

XII. EVALUATION

The goal of the overall evaluation is to ascertain the degree to which the program met its stated objectives; to identify whether participants' needs were met through the program, and to determine if modifications and changes are needed in the program.

Program evaluation is integral in measuring the effectiveness and overall success of the program. The evaluation process will track quantitative and qualitative measures of the program using various tools. The HHS Program Manager is responsible for Department-wide program evaluation and oversight and will evaluate each component of the program.

The evaluation of the program will assess levels of satisfaction with the mentoring relationship and effectiveness of the mentoring program based on the overall program objectives using surveys and other evaluation methods as determined by the program management. The program evaluation will be based on the following:

- Accomplishment of Overall Program Objectives
- Selection/Matching Process
- Mentoring Relationship
- Training

- Program Support

The long-term success of the HHS Mentoring Program will hinge on ongoing evaluation of the program and the accomplishment of its goals in order to achieve continuous improvement.