Appendices

Mentoring Agreement..........................................................Appendix A
6-Month Progress Report: Mentee Feedback ..........................Appendix B
6-Month Progress Report: Mentor Feedback ..........................Appendix C
Individual Development Plan ..............................................Appendix D
1-Year Program Evaluation: Mentee Feedback ......................Appendix E
1-Year Program Evaluation: Mentor Feedback ......................Appendix F
Program Completion Requirement Checklist .........................Appendix G
Leadership Competency Definitions.................................Appendix H
HHS MENTORING PROGRAM: Partnering for Excellence

Appendix A - Mentoring Agreement

This agreement remains in effect for twelve months and may be terminated at any time, by either the mentee or mentor. We agree to the following parameters:

1. To retain confidentiality of information shared between parties.
2. To communicate periodically with the OPDIV program manager on progress reviews.
3. To communicate a minimum of once a month.
4. To participate in the evaluation of the mentoring program.

Mentoring Partnership Objectives
As a result of working with a mentor I would like to accomplish the following: ________________________________________________

______________________________________________________________

Role of the Mentor
I will support my mentee's developmental process by (i.e., helping to develop and monitor his/her mentoring action plan, sharing organizational insight, expanding his/her network, acting as a sounding board, providing developmental feedback): ________________________________________________

______________________________________________________________

Supervisor Investment
We plan to gain commitment from the supervisor by: ________________________________________________

______________________________________________________________

Meeting Logistics
Our meetings will generally take place at this time: ________________________________ Location (in person or virtual): ________________________________

Frequency: ________________________________ Length: ________________________________ Initiator: ________________________________

Signatures:
Mentee ________________________________ Date__________

Mentor ________________________________ Date__________
### MENTEE INFORMATION

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   - [ ] Strongly Agree  
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2. Due to my involvement in the Mentoring Program, I believe I am more equipped to be a future leader within HHS.  
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3. The program is empowering me to be more proactive in planning and achieving professional goals.  
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4. Through participation in the Mentoring Program, I am interested in serving as a mentor in the future.  
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5. Due to my participation in this program, I am more likely to continue employment at HHS and view the department as an employer of choice.  
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6. I would recommend that others participate in this program.  
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### MENTORING RELATIONSHIP

7. The matching process enabled me to find a mentor with whom I felt comfortable.  
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## Appendices

**Appendix C – 6-Month Progress Report: Mentor Feedback**

### Mentor Information

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### Mentoring Relationship

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## ADDITIONAL COMMENTS

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_____________________________________________________________________________________

_____________________________________________________________________________________

_____________________________________________________________________________________

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_____________________________________________________________________________________
The Individual Development Plan (IDP) is a roadmap that guides employees in identifying their professional development goals and the strategies for achieving them. Employees’ professional development should be an ongoing process to ensure employees are staying current—if not one step ahead—in their professions. Planning for continuous development must be linked to the organization’s mission, goals, objectives, and needs, as well as individual professional goals of employees. OPDIVs may have career/OPDIV-specific IDP templates for use.

<table>
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<tr>
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<th>Mentee:</th>
<th>Mentee Signature:</th>
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</tr>
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<tbody>
<tr>
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<td>Supervisor:</td>
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<td>IDP Date Range:</td>
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<td></td>
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<td>Identified Competency:</td>
<td>Training Event/Activity:</td>
<td>Target Date</td>
</tr>
</tbody>
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HHS MENTORING PROGRAM: Partnering for Excellence

Appendix E – 1-Year Program Evaluation: Mentee Feedback

### MENTEE INFORMATION

Name (optional): Operating Division: SELECT OPDIV

### MENTORING PROGRAM

1. This program gave me the opportunity to receive knowledge, experience, and guidance.
   - [ ] Strongly Agree
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2. Due to my completion of the Mentoring Program, I believe I am more equipped to be a future leader within HHS.
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3. The program has empowered me to be more proactive in planning and achieving professional goals.
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6. I would recommend that others participate in this program.
   - [ ] Strongly Agree
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Appendix F – 1-Year Program Evaluation: Mentor Feedback

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   - Disagree
   - Strongly Disagree

20. I feel that my experience with the HHS Mentoring Program Website was helpful to me in learning about the policies and content of the Mentoring Program.
   - Strongly Agree
   - Agree
   - Neither Agree nor Disagree
   - Disagree
   - Strongly Disagree

### ADDITIONAL COMMENTS

Please use the area below to make any suggestions regarding the HHS Mentoring Program.

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
# Appendix G – Program Completion Checklist

## MENTEE INFORMATION

<table>
<thead>
<tr>
<th>Name:</th>
<th>Operating Division: SELECT OPDIV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td>Mentee Confirmation Date:</td>
</tr>
</tbody>
</table>

## MENTOR INFORMATION

<table>
<thead>
<tr>
<th>Name:</th>
<th>Operating Division: SELECT OPDIV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
<td>Mentor Confirmation Date:</td>
</tr>
</tbody>
</table>

## PROGRAM ENROLLMENT

- Complete Mentoring Online Application
- Complete and Sign Mentoring Agreement

## INDIVIDUAL DEVELOPMENT PLANNING

- Mentee Reviews Leadership Competencies to evaluate and identify development needs
- Mentee Formulates Individual Development Plan (IDP)
- Mentor Reviews Leadership Competencies
- Mentor Reviews Mentee’s Individual Development Plan (IDP) and provides further suggestions for competency focus and developmental suggestions

## ORIENTATION

- Attend In Person or Online Mentoring Orientation Session (Both Mentee and Mentor)

## TRAINING

- Attend Mentoring Training Plan Events and Update Training in Individual Development Plan
- Networking/Lunch & Learn Series
- Skill Soft Competency Specific Online Training
- Operating Division Training Requirements

## PROGRAM EVALUATION

- Mentee completed 6-Month Mentoring Progress Report
- Mentee completed 1-year Program Evaluation
- Mentor completed 6-Month Mentoring Progress Report
- Mentor completed the 1-year Program Evaluation
Appendix H - Leadership Competency Definitions

1. Creativity and Innovation
   Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

2. External Awareness
   Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

3. Flexibility
   Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

4. Resilience
   Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

5. Strategic Thinking
   Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

6. Vision
   Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

7. Conflict Management
   Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

8. Leveraging Diversity
   Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

9. Developing Others
   Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

10. Team Building
    Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

11. Accountability
    Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

12. Customer Service
    Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

13. Decisiveness
    Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

14. Entrepreneurship
    Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

15. Problem Solving
Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

16. Technical Credibility
Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

17. Financial Management
Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

18. Human Capital Management
Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

19. Technology Management
Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

20. Partnering
Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

21. Political Savvy
Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

22. Influencing/Negotiating
Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

23. Interpersonal Skills
Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

24. Oral Communication
Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

25. Integrity/Honesty
Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

26. Written Communication
Writes in a clear, concise, organized, and convincing manner for the intended audience.

27. Continual Learning
Assesses and recognizes own strengths and weaknesses; pursues self-development.

28. Public Service Motivation
Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

29. Self Direction
Proactively identifies and acts on problems and opportunities.

30. Project Management
Project Management is the process of creating and maintaining an environment that guides a project to its successful completion.

31. Performance Management
Monitors and evaluates performance against goals, and makes adjustments to achieve goals.

32. Organizational Systems Awareness
Understands and utilizes organizational dynamics to achieve objectives.

33. Results Driven
Focuses on desired results, and sets and achieves challenging goals.

34. Diversity
Utilizes an understanding of cultural differences to communicate and influence.