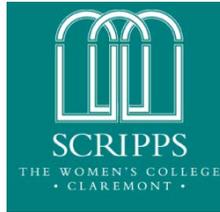


Scripps College



Mentor Program



What is a Mentor

A new employee's onboarding is greatly enhanced by assigning a mentor within the department. This is a fellow employee (other than the manager) who provides advice and guidance on the different aspects of working within the department and division. Workplace mentoring is a learning partnership between employees for purposes of sharing technical information, institutional knowledge and insight with respect to a particular occupation, profession, organization or endeavor. Mentoring is perhaps best described as a developmental process - dynamic and unique to each person.

Benefits to Mentees

- Personal and professional growth
- Acquisition of new technical, interpersonal and/or leadership skills
- One-on-one opportunities to know and understand the agency from the inside out
- Expanded relationships within a profession
- Opportunity to mentor other employees in the future

Benefits to Mentors

- Opportunities for mentors to hone their own coaching, counseling and leadership skills
- Development of new professional and organizational contacts
- Exposure to new ideas, technologies and perspectives through their relationship with mentees
- Personal satisfaction
- Expanded relationships built on mutual trust and shared learning

Role of Mentor

- Help the mentee identify with their organization and professional environment
- Be prepared to help the mentee through difficult situations
- Work with the mentee to develop his/her self-confidence
- Ensure communications are clear, open and reciprocal
- Help develop creative and independent thinking
- Maintain confidentiality

Mentor Selection Criteria and Process

The successful Mentor is an employee who fully understands the Scripps culture and environment (has been at Scripps for at least one year) and wants to be a Mentor.

Additional criteria include:

- Genuine interest by mentor to help new employee succeed
- Time to be accessible and available to the employee
- Familiar with employee's role and work unit
- Excellent listening skills
- Coaching and feedback skills
- Introducing the employee to others in the unit and throughout Scripps
- Strong communication and interpersonal skills
- Exemplifies Scripps' values
- Patience and empathy
- Well regarded and trusted by others
- Taking the employee on an expanded tour of the campus
- An employee from the new employee's department

Mentors will be selected by approval of hiring manager and divisional head.

Mentor Responsibilities

In assisting a new employee acclimating to Scripps, a Mentor serves as a valuable resource by creating a trusting relationship and maintaining confidentiality.

Responsibilities include:

- Providing information on general policies and procedures (within the department/division)
- Identifying resources within the department
- Familiarizing the employee to Scripps' culture, norms, and unwritten guidelines
- Answering questions and referring the employee to the appropriate resources

Role of Mentee

- Develop mutually agreeable goals for the mentoring relationship that are specific, measurable, achievable, realistic and timely
- Communicate openly and honestly with the mentor
- Take responsibility for establishing expectations between the mentor and mentee
- Make good use of time spent with the mentor
- Be mindful of the mentor's needs and expectations
- Be trustworthy and maintain confidentiality

Structure

Ideally, there is a formal, six-month relationship between the Mentor and the new employee. In the employee's first week, introduce the Mentor and employee. This introduction is arranged by the hiring manager. Discuss the Mentor's role and responsibilities as well as the employee's needs, and answer any questions. Ensure that the Mentor and employee meet during the first week. Suggest and then allow the Mentor and employee to decide on the frequency, length, topics, and method of interaction between the two of them. The structure will vary. What's important is that the arrangement is clearly defined and works for both the employee and the Mentor. Here is a suggested structure.

Week 1:

- Meet for an hour
- Learn about each other's background, experience, interests, etc.
- Decide on the most important and relevant things to cover.
- Respond to any immediate questions employee may have.
- Agree on frequency, length and method of communication.
- Introduce employee to colleagues in the Mentor's division.

Months 1-2:

- Meet bi-weekly for a half hour (in person).
- Be available for phone conversations and email

Months 3-4:

- Meet bi-weekly for a half hour (in person and via telephone).
- Be available for phone conversations and email
- Invite employee to a Scripps event (speaker's series, Levitt on the lawn, etc.). Introduce him/her to others at the event.

Months 5-6:

- Meet monthly for an hour in person
- Be available for phone conversations and email
- Continue introducing employee to colleagues and inviting employee to relevant business or social events

Helpful Tips for the Mentor

- Don't worry about being perceived as the "expert" or think you need to have all the answers. Your experience at Scripps and in the department that is what's most important to the employee.
- In some situations, listening is more valuable than giving advice. Ask questions like "What do you need?" or "How can I help?"
- We all have a preferred communication style. Talk about each other's preferences, as the new employee may have a different style from yours.
- Recognize that it takes time to develop a relationship.
- Be patient, positive, and supportive. Don't try or expect to cover everything over a short period of time.
- Stay open minded, and avoid being judgmental.
- Maintain confidentiality.