



Inspire 2 Lead:

ESA Mentorship and Shadow Program

Inspire Lead

Mentoring & Shadowing Program

Background

- In July 2019, the Employee Services Agency (ESA) Professional Development and Training CLT team designed a mentoring and shadowing program to promote employee engagement and retention of staff.
- The goal is to provide ESA staff exposure to ESA departments and roles they may be interested in pursuing.
- The PDT CLT Team piloted the I2L: Mentorship and Shadow Program in Fall 2019.
- The ESA CLT committee will oversee the program and provide support as needed.



Expectations and Guidelines

- Please note that while the mentoring and shadowing program is designed to help you develop knowledge and skills that will help you better achieve your goals at work, it is not a direct means for promotions.
- ESA will oversee the development, implementation, monitoring and evaluation of the mentoring program.



Mission Statement

The Mission of the Inspire 2 Lead: Mentoring and Shadowing Program is to encourage, educate and challenge engaged employees and increase employee participation by providing networking opportunities.

Benefits of Mentoring

Mentoring helps people develop relationships, build confidence professionally and encourages the exchange of information and skills from one person to another.

Mentoring Matters

Benefits of Mentoring

- ✓ Provides skill enhancement and leadership development
- ✓ Promotes knowledge enhancement and cross-functional training
- ✓ Helps employees learn about other career opportunities that they might want to pursue
- ✓ Increases employee engagement by fostering a supportive environment among staff and management
- ✓ Improves retention in the organization and establishes a positive organizational culture
- ✓ Demonstrates accountability to set and accomplish goals

Mentor Expectations

- Mentors must be committed to the program, be dependable, be able to lead and be able to offer information and knowledge to the mentee.
- A mentor must be credible and serve as a coach. They must listen attentively, communicate clearly, empathize and encourage. They should provide feedback to the mentee for their career development.
- The mentor should maintain mutual trust, respect, understanding and confidentiality.
- The mentor is an advocate for the mentee. They should take an active role in helping the mentee successfully align their goals and vision for personal and professional growth.

Mentor Responsibilities

- Complete mentor application
- Attend orientation for the I2L program
- Review the mentor/mentee agreement policy during orientation
- Complete mentoring agreements and review the program guidelines and expectations
- Meet to discuss goals and determine a meeting plan
- Provide constructive feedback to the mentee
- Meet weekly to assess mentee's progress
- Complete mentor assessment survey and debrief



Mentee Expectations

- The mentee must be willing to commit and be open to constructive feedback
- Mentee should be able to openly discuss expectations and goals
- The mentee must have a clear understanding of their role, be prepared to be challenged and maintain a positive attitude



Mentee Responsibilities

- Complete Mentee application
- Complete mentee assessment survey
- Attend orientation for the I2L program
- Review the mentor/mentee agreement policy during orientation
- Meet with Mentor for the duration of the program
- Regularly update mentor on progress, goals and assignments
- Complete exit interview and provide feedback during a debrief and complete any surveys

YOUR FUTURE

The Do's & Don'ts of Being a Mentee and a Mentor

Do's	Don't
Identify goal/plans.	Do not disregard the other person's opinion.
Give positive feedback and encouragement.	Do not be late and schedule meetings in advance.
Encourage developmental opportunities to mentee.	Don't share private information with others.
Be on time, be prepared and stay focused on plans.	Don't allow the focus of the goals, plans and conversation to get off topic too often.
Be aware of cultural differences.	



Participant Responsibilities and Roles

- All parties must act ethically and be respectful towards each other.
- Maintain and follow agreements and discussed action plan.
- Please bring any questions or concerns to the attention of your team's assigned mentorship program ambassador.



Participant Roles and Responsibilities

Roles	Responsibilities
Professional Development and Training CLT Team (I2L Ambassadors)	Facilitate and oversee the mentoring program, provide resources and evaluate program assignments.
Mentor/Shadow Buddy	Work closely with mentee/shadow to provide guidance. Ensure mentee/shadow has realistic goals and expectations. Set deadlines for each task and meet as scheduled.
Mentee/Shadow	Meet with mentor/shadow buddy and actively participate in all activities.
Supervisor/Manager	Application is approved by manager/supervisor and that individual supports the mentoring program expectations.

Mentoring Program Framework

1. Mentors/Shadow Teams will be matched based on individual applications. This matching will consist of matching/personality testing to ensure that we achieve the appropriate compatibility between participants.
2. Teams will be notified prior to Orientation and must attend the Orientation meeting to participate in the program.
3. During the Orientation, the teams will officially meet. The teams will be assigned an I2L Ambassador who will serve as their point of contact for questions/concerns.
4. An Introductory meeting will take place between the Mentee & Mentor/Shadow & Shadow Buddy where they will identify ground rules and agree upon a meeting schedule. As part of this discussion, both parties should discuss what they want to achieve.
5. Each participant will sign a confidentiality agreement so that a safe environment will be established.
6. The Mentor/Mentee or Shadow/Shadow Buddy will work together to determine the frequency of their meetings and the location where they will occur (preferably at one of the ESA locations as off-site options such as coffee shops or restaurants will not be encouraged).
7. The team's I2L Ambassador will check-in at the half-way point to ensure that everything is going well.
8. Once the program is complete, a debrief will be conducted for the purpose of Evaluation & Assessment.

Confidentiality Agreement & Conflict Resolution

- Each participant must sign a Confidentiality Agreement during Orientation
- All disagreements/disputes should be reported to your I2L Ambassador
- The County does not encourage or take responsibility for mentoring activities outside of work

CONFIDENTIAL

Frequency of Mentoring Meetings

- The individual teams will agree on the most feasible time/place to meet. Preferably, the mentee/mentor should meet at least once a week for the first few sessions and the shadow/shadow buddy may meet for one entire day or break up one 8 hour day over the course of 2 weeks.
- The meeting should take place during work hours, preferably at County locations.
- Per County policy on driving time, the mentees are granted 30 minutes driving time to mentoring sessions, and 30 minutes driving back to work time.
- The Mentoring sessions should not go beyond 4 hours per week. Approval from each participant's Supervisors/Managers must be obtained to ensure that the time commitment does not negatively impact their workload.
- Shadowing will last a duration range of 1 to 2 days and will follow the "Ride Along Model".

Program Evaluation Survey and Debrief

- Upon completion of the mentoring sessions, there will be a debrief for all participants that will include a verbal focus group style feedback session and a survey to evaluate their experience.
- Participants will report goals, accomplishments, and outcomes.



Matching Mentors/Mentees Based on Personality Compatibility

DISC Personality Test

What does DiSC stand for? What do the letters mean?



Dominance

Person places emphasis on accomplishing results, the bottom line, confidence

Behaviors

- Sees the big picture
- Can be blunt
- Accepts challenges
- Gets straight to the point

[Learn more](#)



Influence

Person places emphasis on influencing or persuading others, openness, relationships

Behaviors

- Shows enthusiasm
- Is optimistic
- Likes to collaborate
- Dislikes being ignored

[Learn more](#)



Steadiness

Person places emphasis on cooperation, sincerity, dependability

Behaviors

- Doesn't like to be rushed
- Calm manner
- Calm approach
- Supportive actions
- Humility

[Learn more](#)



Conscientiousness

Person places emphasis on quality and accuracy, expertise, competency

Behaviors

- Enjoys independence
- Objective reasoning
- Wants the details
- Fears being wrong

[Learn more](#)

Shadow Program

- The Shadow Program will be a more abbreviated, short-term version of the mentorship program as it will last no more than 1-2 days.
- Shadow Partners will be assigned based on interest expressed in an application and will be paired based on department of interest and type of job.
- This interaction will follow that of a “Ride Along” model where a staff member will have the opportunity to sit with a staff member in a department or position of interest to them and essentially experience “a day in the work life” of this individual.
- The goal is for the employee to get a taste of a job or department to determine if it is a career path within ESA they would like to pursue in the future.

Application Process

- Applications can be accessed on the ESA website's Mentoring Page
- Staff will complete the appropriate application based on their interest
- Staff must complete the entire application in order for a submission to be valid – all questions must be answered and all requested information must be provided
- Staff may e-mail completed applications to the designated point of contact on the I2L website
- The ESA I2L Team will review each application and match according to the personality test outcome and overall answers to questions

I2L Ambassadors

- Members of the Professional Development and Training CLT Team will serve as I2L Ambassadors and will be available to answer any questions from their assigned team participants
- I2L Program Participants will meet their I2L Ambassadors during Orientation
- I2L Ambassadors will check-in with each of their assigned teams and offer guidance
- I2L Ambassadors have been through the program themselves so they have first-hand experience
- I2L Program Participants may contact their I2L Ambassador at any time throughout the program

Questions

