

*“ When the
Explorer is
ready,
the Guide will
appear.”*

MENTORING

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WORKFORCE & SUCCESSION
PLANNING CONFERENCE

Introductions

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What do we Mean by:

Mentoring: A range of Learning Activities designed for career enhancement, skill development and professional fulfillment



Mentor

- Experienced person
- Goes out of his/her way to help
 - Set important goals
 - Build competencies to achieve goals
- Primary (early) and Secondary(now)

Protégé(e)

- Receives Mentor's help in reaching development goals

Today's Goals

- **Insight** into benefits and uses of mentoring
- **Review** two program models (SF and SR)
- **Understand** success factors and obstacles in setting up mentoring

Burning Questions?

- Those are our goals, what did YOU come here wanting to find out?

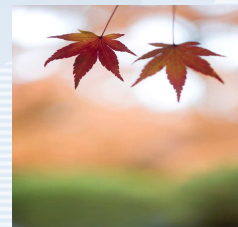


Personal Reflection

Please recall someone who

- Believed in you
- Saw potential in you
- You learned something significant from

Think about what this has meant to you.



Some Benefits of Mentoring

- To Protégés
 - Career and Skill Development
 - Demystifies career paths, what it takes to promote
 - Invest in → retain current employees
 - Learn / network across roles & silos
 - “ They notice me” “ I belong”
 - “ They care about me and my development”
 - Opportunities for interdisciplinary work/systems thinking

Benefits to Mentors

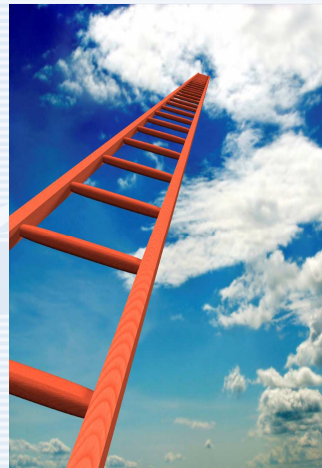
- Responsibility for next generation
- Model and teach skills, desired qualities, leadership
- Energizing/ Gives Perspective
- Fulfilling to teach others what you know and help them develop- (in SR 73 % grew)
- Pass on/preserve hard won knowledge and “know-how”

Benefits to City

- Raise morale, caring, togetherness
- Reinforce City Values and Principles
- Create a City-Wide Network for Support, Development and Recognition
- Promote Inclusion- find someone 'different'
- Develop future leaders for key positions
- **Efficient** way to raise skill levels, encourage teamwork & accelerate leadership development

Types of Mentoring

- **Formal**
(San Francisco, Accounting)
- **Enhanced Informal**
(Santa Rosa)
- **Informal**
(in regular use everywhere, natural)



A Formal Program: SF Accounting Story

- Mission:
- Background, rationale
- 2 Programs:
 - Accountant Internship
 - Beyond Accounting Transactions (BAT) Program
- Program scope
- Structure
- Results
- Next steps

SF program continued

- Accomplishments/successes
- Lessons learned

Enhanced Informal: Santa Rosa Story

- **Mission:** *To invest in all our employees by promoting and supporting mutual learning between Mentors and Protégés.*
- Background and Guiding principles
- Program- City-wide
 - Year One structure and evaluation highlights
 - Year Two (modified) underway
- Successes/Accomplishments
- Lessons learned

Santa Rosa Guiding Principles

- Voluntary, self-selected
- Open to all classifications
 - Mentors & Protégés from any level in organization
 - Mentor *no more* than two levels above Protégé
 - 1 mentor per Protégé
 - Multiple Protégés per Mentor- OK
 - Direct Supervisors not *Program* Mentors (already mentors)
- Protégé initiated & managed, but two way street!
 - Protégés select Mentors (committee help)
 - Decide degree of Supervisor involvement
 - Mentoring plans developed jointly
- **Just enough structure** - minimum rules

Santa Rosa Survey Results 08-09

- 90%: Relationship would NOT have developed without formal program
- 80% plan to continue mentoring informally together
- 90% of Proteges: significant progress on development goals
- 84% of Protégés and 80% of mentors: "time spent in program worthwhile"
(for those concerned with time commitment)
- 100% of mentors & 96% of protégés recommend program to other employees

Success Factors in Common

- **In developing a program:**
 - Acknowledge the need/opportunity
 - Clear goals and guiding principles/policies
 - Make the case for Mentoring: Strategic to organizational/department goals AND cost effective
 - Have a clear selection process
 - Match Mentors and Protégés consistent with goals
 - Manage the program with just enough structure
 - Monitor the process

Success Factors: Santa Rosa

- Exec Team development of guiding principles
- “Just enough” structure- 2 pieces of paper
- Mentoring for the mentoring program
- Active diverse Steering Team coordinates program
- Yearly rhythm
- Formative feedback and evaluation
- Relentless marketing/outreach
 - Mentoring Tip of the week
 - Mentoring stories/testimonials
 - Talking to the “already convened”
- Do it on a “shoe string” and advertise cost effectiveness

Success Factors: San Francisco

- Program coordination and development through Steering Committees
- Formal assessment and evaluation midway and at the end of the internship
- Communication between mentors, protégés and Steering Committees
- Support from Executive staff
- Availability of resources

Mentors: Roles and Responsibilities

- Leader
- Teacher/Advisor
- Role Model
- Motivator
- Counselor
- Sponsor
- Coach

Protégés: Roles and Responsibilities

- Willingness to learn new knowledge and put it into practice
- Uses active listening skills during interactions with mentor
- Able to measure the degree of interaction needed with mentor
- Maintain a professional relationship
- Be on time with commitments

MENTORING SKILLS

• PROTEGES

- Acquire mentors
- Learn quickly
- Show initiative
- Follow through
 - Manage relationship

• MENTORS

- Instruct/develop capabilities
- Inspire
- Provide corrective feedback
- Manage risks
- Open doors

- Active Listening
- Build Trust
- Encourage
- Identify goals, current reality, development activities

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Challenges faced in Santa Rosa:

- Traditional impulse to impose micro rules and stifle natural human dimension of mentoring
- Skepticism: adversarial history, dominant story: "nothing changes here"
- Starting the program in worst budget year in history
 - Required reorienting rationale and benefits
- Coordination on a shoe string
- Keeping it in front of people

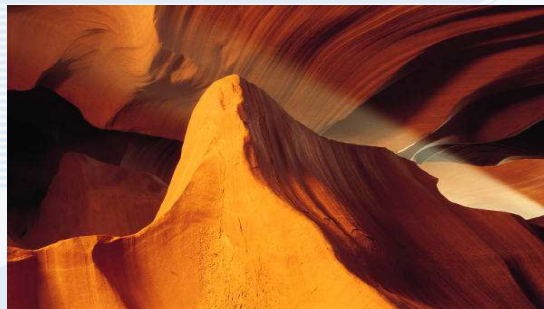
Challenges faced in San Francisco:

- Investment of self and time
- Compatibility
- Sensitive Relationship
- Visible support and involvement from the highest levels of the organization
- Setting long-term goals
- Voluntary participation
- Lack of training for potential mentors

Challenges

Discussion:

What's "in the way" for mentoring in SF?



What's ahead in SF?

- Implementing a Mentoring Program
- Department-wide vs. citywide



Resources

- City of Santa Clarita. Office of City Manager
- City of Santa Rosa, Anne Oliver aoliver@srcity.org
- City & County of SF, Nelly Lee nelly.lee@sfdph.org
- ICMA: Preparing the Next Generation, Frank Benest frank@frankbesest.com
- www.mentoringgroup.com

Final Thoughts

“ The circle is now complete. When I
left you, I was but the learner.....
Now I am the Master.”

~Darth Vader on Succession Planning

