


Northwest Public Works Institute

*Mentorship
Program*

February 2015

Thank You!!

- Importance of your role as a mentor
 - Average age of APWA member in leadership position is 55
 - There is a potential brain drain if the current leaders retire soon
 - You will influence the next generation of leaders. Awesome!
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Agenda

- Introduction and Preliminary Information
 - Be Aware
 - Keep it Simple
 - Your Tools
 - Mentoring
 - The Mentoring Process
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Be Aware

- Share enough personal information to make a connection
 - This is a primarily professional relationship
 - Remember your human resources skills
 - Religious
 - Political
 - Life-style
 - You hold a position of power
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Keep it Simple

- Mentoring is a conversation between two professionals
 - It should be fun and relevant
 - Your role is to
 - ask and answer questions
 - share stories
 - provide feedback
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Keep it Simple (cont.)

- The strategy is to carefully move the mentee from knowledge to application
 - The goal is to support and guide the mentee as he or she develops and implements a professional development plan
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Your Tools - The Documents

- ❑ *Mentor Handbook*
 - ❑ *Professional Development Plan (PDP) Template*
 - ❑ *Mentor Knowledge Base* - your stories and stories from others in public works and leadership
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Mentoring (Mentor Handbook)


- Mentor Role, Responsibilities, and Expectations
- Mentee Role, Responsibilities, and Expectations

(Summary at the end of this slide show for your convenience)



Mentoring (Mentor Handbook) (cont.)

Mentors should possess very specific knowledge, skills, and abilities aligned with public works, including:

- an ability to maintain confidentiality in the mentoring relationship
 - organizational knowledge
 - sense of personal power
 - strong interpersonal skills
 - strong leadership skills
 - technical competence
 - willingness to be supportive and patient
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Why?

- *Rigor/Relevance Framework*
 - Dr. Benjamin Bloom – Cognitive Model
 - Dr. Willard R. Daggett – Relevance Model
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The Rigor/Relevance Model

- *Bloom's Taxonomy*
 - *Daggett's Relevance Continuum*
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Dr. Benjamin S. Bloom's Taxonomy

Continuum

Application to Public Works

Knowledge

- Can recite policy. Knows safety rules.

Comprehension

- Can state the policy in one's own words. Can give examples.

Application

- Applies policy or safety rules.

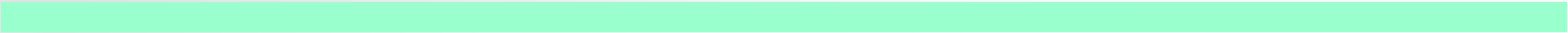
Synthesis

- Proposes a change to an existing policy.

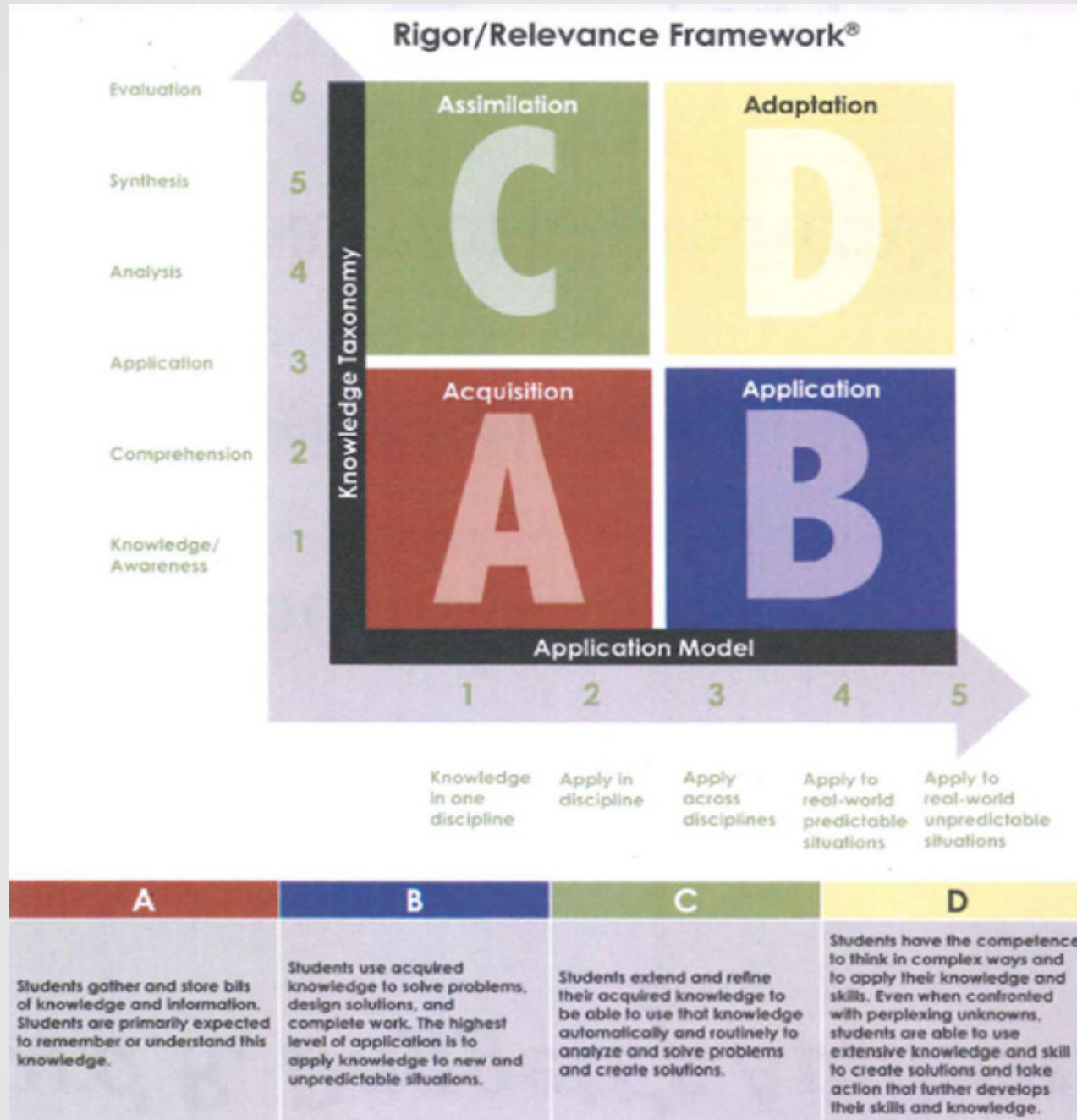
Evaluation

- Judges options or policies.

Dr. Willard R. Daggett's Application Model

- Knowledge in one discipline
 - Apply in one discipline
 - Apply across disciplines
 - Apply to real-world, predictable situations
 - Apply to real-world, unpredictable situations
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The Rigor/Relevance Framework



Remember: Keep It Simple

- Ask and answer questions
 - Provide feedback
 - Carefully move mentee from knowledge to application
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Oregon Leadership and Management Committee Role

- Monitoring progress within the program
 - Identifying mentors
 - Training mentors
 - Matching mentees with mentors
 - Evaluating program
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Getting Started!

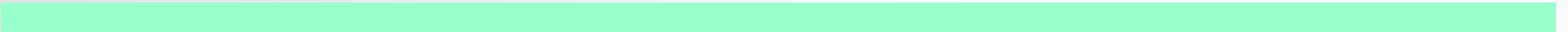
1. Get acquainted
2. Discuss your overall program goals
3. Create a *Professional Development Plan* (PDP)



Technical Support: Questions and Comments?

- E-mail or call Mark Schoening
 - mark.a.schoening@ci.eugene.or.us
 - 541-682-5243
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Thank you!



Mentor Handbook Summary

- Please read the handbook
- Use your *Tool Kit*
- Use these slides when you need to review prior to a conference call!

Mentor Roles, Responsibilities, and Expectations (Mentor Handbook)

- Act as a sounding board for the mentee's ideas, goals and aspirations, and instill an impetus for action toward achieving them.
- Agree to act as a mentor, which is a commitment to teaching, guiding, and training.
- Assist in developing and monitoring the mentee's PDP.
- Assist the mentee in setting developmental goals and plans to achieve them.

Mentor Roles, Responsibilities, and Expectations (cont.)

- Be available to discuss problems and concerns of the mentee as they occur.
- Communicate with the mentee regularly.

Mentor Roles, Responsibilities, and Expectations (cont.)

- Discuss work-related concerns that impede performance or career growth.
- Guide the mentee to the completion of the professional development plan.
- Identify developmental objectives that are specific, measurable, achievable, result-oriented, and within a specific timeframe.
- Maintain confidentiality within mentoring relationships.

Mentor Roles, Responsibilities, and Expectations (cont.)

- Meet (or connect) with the mentee at least once a week, and plan to spend an average of four hours a month working with the mentee.
- Provide advice, coaching, and/or feedback to the mentee on a regular basis.
- Provide developmental feedback to the mentee.

Mentor Roles, Responsibilities, and Expectations (cont.)

- Provide advice to the mentee on issues related to his/her career development.
- Provide feedback to the mentee regarding his/her strengths and developmental needs.
- Provide objective and honest feedback.
- Reach agreement with the mentee on a schedule of regular mentor/mentee meetings.

Mentor Roles, Responsibilities, and Expectations (cont.)

- Reach agreement with the mentee on a PDP.
- Share organizational knowledge gained from personal experience.
- Work with the mentee to identify developmental goals.

Mentee Roles, Responsibilities, and Expectations

- Accept responsibility for completing requirements of his/her current job, as well as PDP.
- Acknowledge that career development can be achieved through a process of intentional planned experiences and assignments.
- Be open to new discoveries and possibilities that will result in a higher level of potential.
- Be willing to discuss with their mentor developmental problems and concerns as they occur.

Mentee Roles, Responsibilities, and Expectations (cont.)

- Collaborate with his or her mentor to identify competency strengths and weaknesses.
- Demonstrate a willingness to commit to the mentoring process.
- Desire to be a mentee, which means being receptive to learning and developing a learning relationship with a mentor.
- Develop a PDP that identifies objectives and necessary training.

Mentee Roles, Responsibilities, and Expectations (cont.)

- Discuss ideas, goals, aspirations and a plan for action with his or her mentor and supervisor.
- Initiate and communicate expectations regarding the mentoring relationship.

Mentee Roles, Responsibilities, and Expectations (cont.)

- Maintain confidentiality within the mentoring relationship.
- Meet with the mentor on a regular basis as established by the mentoring agreement.
- Participate as an active listener when receiving feedback.
- Participate in open and honest discussions with the mentor.

Mentee Roles, Responsibilities, and Expectations (cont.)

- Reach agreement with the mentor about the schedule of regular mentor/mentee meetings.
- Seek advice from his or her mentor on norms and expectations.
- Seek feedback from his or her mentor and others regarding the mentee's strengths and additional developmental needs.

Mentee Roles, Responsibilities, and Expectations (cont.)

- Take initiative and be proactive in his or her own career development.
- Work with the mentor on networking at all position levels within the program and getting introductions to others who might be able to help with advice, knowledge, etc.

The End
and
The Beginning!

