

Project Plan Proposal and Progress Report for the SIOB Practitioner Mentoring Program

Drafted for the SIOB Executive Board, August, 2009

Submitted by:

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(SIOB Practitioner Mentoring Program Committee Members)

Purpose of Document

The purposes of this document are to provide the SIOF Executive Board (EB) with (1) a summary of the SIOF Practitioner Mentoring Program project (e.g., purpose, stakeholders, deliverables), (2) a report of the results from preliminary project development interviews conducted with a small sample of SIOF practitioners, and (3) a detailed project plan proposal to design and implement the mentoring program. With this information, the SIOF EB can provide additional suggestions, expectations, and direction in order to steer the further activities and efforts of the SIOF Practitioner Mentoring Program Sub-Committee.

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SIOF Practitioner Mentoring Program

Summary of Project**PROJECT CHARTER*****Purpose of Project***

The purpose of this project is to design and implement a new mentoring program aimed to help practitioners with their knowledge, job, and career development. SIOF Leadership formally requested this project of the SIOF Professional Practice Committee, in response to recent survey results highlighting opportunities for SIOF to enhance its practitioner development activities and focus. The mentoring program design is expected by early 2010, and the mentoring program implementation is expected by the next SIOF Annual Conference to be held on April 8-10, 2010.

Overview of Project

Task 1: Program Needs Assessment. Mentoring subcommittee members will gather input from program “sponsors,” SIOF Leadership, and potential mentors and protégés to assess program design related issues, such as intended outcomes, participation requirements, facilitation of mentoring dyads, logistics, needed resources and support, confidentiality issues, etc.

Task 2: Program Design. Based on results from the needs assessment, the mentoring subcommittee will put together a proposal for the structure and framework of the program, addressing all logistics, resource needs, program components, and policies and procedures. Proposal will be submitted to SIOF Leadership for review and approval.

Task 3: Program Implementation. Subsequent to approval and any modifications requested by SIOF Leadership to the mentoring program design, the mentoring subcommittee will create any mentoring program materials, policy and procedure manuals, and communication plans. The subcommittee will work with SIOF to implement mentor and protégé recruitment activities, and to design the mentoring program kickoff event to take place at the 2010 Annual SIOF conference.

Project Deliverables

- Structure for New Mentoring Program
- Program Communication / Marketing Messages & Mechanisms
- Protégé & Mentor Recruitment Procedures
- Program Participation Guidelines
- Program Participation Support and Resources (e.g., “how to” manuals; training materials)
- Program Monitoring and Evaluation Procedures

The first mentoring program event is targeted to occur at the April 8-10, 2010 SIOF Conference. Depending on project progress, this event could be:

- Announcement and description of the program during the Presidential Address.
- “Recruitment Meeting” where interested protégés and mentors learn more about the program, sign up for participation, provide background data (for matching), etc.
- (Assuming announcements and recruitments have already occurred) - “Kick-off Session” where mentors and protégé dyads are formed and begin the mentoring contractual process.

Key Dates

<i>Proposal Due Date:</i>	September SIOP Executive Board Meeting
<i>Mentoring Program Design Date:</i>	January SIOP Executive Board Meeting
<i>Implementation Date:</i>	April 8, 2010 (SIOP Annual Conference)

Project Progress Measurements

Effectiveness of the SIOP Practitioner Mentoring Program project implementation will be gauged on several factors:

- Feedback from broader SIOP Professional Practice Committee.
- Progress to approved schedule in project plan.
- Acceptance/approval of final mentoring program design by SIOP Executive Board and other key stakeholders.
- Successful implementation of mentoring program/activity by target date of April 8-10, 2010.

Key Stakeholders

- Gary Latham
- Deb Cohen
- SIOP Visibility Committee
- SIOP Executive Board
- Kurt Kraiger
- SIOP Professional Practice Committee
- SIOP Practitioner Career Study Committee

SIOP Practitioner Mentoring Program Sub-Committee Members

The SIOP Practitioner Mentoring Program sub-committee will be responsible for carrying out the activities listed in the project plan, including gathering and evaluating needs assessment information, designing the mentoring program, making revisions based on stakeholder feedback, and assisting with communications and implementation of the program. The sub-committee will meet at least monthly, or more frequently as needed, in order to evaluate and summarize progress on the project plan. Sub-committee members include:

- Van M. Latham, PathPoint Consulting
- Heather M. Prather, U.S. Office of Personnel Management
- Mark L. Poteet, Organizational Research & Solutions

SIOF Practitioner Mentoring Program

Summary of Project Development Interviews

PURPOSE

A series of interviews and email surveys were recently conducted in order to gather preliminary input into different possible models and features of a practitioner-based mentoring program for SIOF, and to collect data that could be used to enhance the project plan for the design and implementation of said mentoring program.

METHODOLOGY

Structured interviews and email surveys were conducted with twelve participants, SIOF members who are practitioners in the I/O field. Each sub-committee member contacted four practitioners they knew and conducted the interviews or email surveys. An attempt to obtain participants from a variety of occupational roles, industries, and length of experience as practitioners was made. In terms of demographics, the ages of participants ranged from 29 to 55+ years, most participants were white, and there was a mix of men and women. In terms of experience and education, participants held either Masters or Doctorate degrees obtained as recently as 2009 and as far back as mid 1980's. Occupational roles included consultants, senior consultants, managers, team leaders, and self-employed business owners, and participants were from the private and public sectors.

The sub-committee members independently and jointly content-analyzed responses to eight interview questions. Interview questions were created by the sub-committee members. Key themes emerging from the answers for each question are presented, along with illustrative comments/quotes listed as bulleted points.

1. If you were able to design an ideal SIOF mentoring program, what would be the primary goals and objectives of the program?

Knowledge and Skill Attainment

- Promote understanding of how business works (e.g., marketing, sales, finance, international issues)
- Focus on skills to bridge the gap between textbook and real world (e.g., consulting, marketing, sales)
- Help protégé learn how to sell and influence managers and executives about what we do, and how to push back effectively; what arguments work and which don't
- Accelerate learning and development in a specialty area, faster than would get on one's own; e.g., brief topic focused mentoring

Coaching and Guidance

- Provide protégé opportunity to get assistance with current issues in real time...being able to pose a question and dilemma and get some insights and suggestions
- Provide protégé with success stories in applying I/O psychology and world content knowledge
- Show how to apply their technical background to real business issues in a meaningful way

Job and Career Development

- To provide general job and career development for mentee, and leadership learning for mentor
- Help new graduates ease into their professional careers; make the transition from academic to practitioner environment
- Offer a realistic job preview of what to expect in government the first few years
- Provide students a realistic perspective in what it takes to be successful in corporate America, within particular industries

2. Please describe the main features of an ideal SIOF mentoring program.

Flexibility

- Needs to be not time intensive...people are very busy ...keeping that pace and schedule in mind and putting together a program that fits with schedule
- Limited time frame, some structure, allow to continue only based on relationship between mentor and mentee
- Referrals could be both directions; could be two people together in career transitions going in separate direction...corp to teaching, teaching to corp
- On-going, established structure up front for a period, then transition to a different relationship and time structure as needed...lifetime or a year, or whatever the protégé and mentor decide

Recommended Activities

- Developmental assignments (e.g., readings, webinars)
- Show mentor (e.g., bring protégé to meetings)
- Case studies from real client work in the past
- Role plays
- Actual prospect account debrief and selling process from protégés

- Internship possibilities or at least some on-site exposure
- Discussion of the political and cultural aspects of organizational life
- Discussion and/or handbook of applied experiences/situations to share with protégés, including how issue was resolved
- Development plans to give the relationship focus

Structure & Resources

- Having some guidelines in place is helpful so people would know boundaries, while being not too rigid. Suggestions with how to make effective use of time (e.g., meet once a month, a list of questions to talk about, have a list of issues on agenda, rules around email and calling)
- Need to have some parameters established so that new graduates know not to pick up the phone every day
- Confidentiality: Important to set rules around company information; up to mentor and protégé to protect trade secrets, not talk about company problems or competitive issues, etc.
- Robust process for matching candidates to mentors
- Structured outline of how the process works
- Regular meetings, one-on-ones, face-to-face, email, check-ins
- Orientation training for mentors
- List of mentors within expertise areas; contact information
- Qualified mentors: Having qualified mentors that have some experience in areas of need, or a specialist, someone with up to date knowledge
- Need to have some mechanism to deal with relationships that do not work out (e.g., reassign) without it hurting future networking and relationships

3. In what ways do you see the mentoring program benefiting protégés? Mentors?

Protégés

Learning

- Gaining more knowledge and information
- Understanding of how organization works, who does what, and how it functions
- Develop an understanding of political situations
- Learning from experts in the field...learn from others mistakes...get people off to a better start rather than all of us relearning the same things
- Learn to better implement good methodology and science with real world demands

Career Development and Advancement

- Connection with potential employers/future colleagues
- Better development/understanding how to align coursework with job opportunities
- Helping them get jobs
- Ease transition from graduate school and provide some safeguard
- Realistic job preview

Relationship and Resource

- Building relationships with experienced practitioners

- Providing a resource and connection that may lead to referrals in both direction
- Someone to bounce ideas off of and provide input

Mentors

Learning

- Learning from the protégé; e.g., staying more up to date on new literature; learn about issues you have not faced yet
- Learning how their work and research can be perceived and/or applied in business settings
- Generational learning
- Knowledge transfer both ways
- Personal clarification on how problems or issues approached and resolved

Contribution to Field

- Contribute to advancement of the field
- Helping the profession grow through the sharing of information
- Feeling like contributing to the longevity of our field through sharing of information
- Understand and influence the content being taught in our universities

Personal Satisfaction and Legacy

- Legacy of spreading what one has learned through others in a personal way
- Personal satisfaction from knowing you are helping someone
- Satisfaction in sharing knowledge
- Personal satisfaction (intrinsic motivation)

Grooming Employees

- Groom employees to help them transition into an organization and become a productive member
- Grow future talent pools
- Potential new blood into your consulting practices
- Having input and control over the development of I/O psychologists

4. In what ways could a mentoring program help or have helped you as a practitioner?

Knowledge & Skill Attainment

- Given me knowledge about how to influence and sell the decision makers
- Would have learned more real-world advice about running a business; half life of clients, having a strategic service or product
- Understanding how government works, how things get done, the language used and acronyms
- Expectations of psychologists in regards to legal issues
- Taught me how to manage others effectively, including client relationships
- Help me develop softer skills, such as listening, leadership, communication, etc.
- Business development skills
- It can help me stay close to advancements in the field at the core level

Assistance and Guidance

- Help me develop good arguments for our work beyond “you can get sued”
- Guidance through organizational issues and system (e.g., When things go wrong, what are the options and what is appropriate?)
- Sometimes we are asked to do things we were never prepared for and it would have been good to talk to someone outside the organization to get some "safe" tips without raising red flags internally
- 1x1 advice from a mentor

Career Development

- Could have helped me figure out what I want to do with career
- Focus on career path!

Confidence & Awareness

- Given me more confidence to be assertive about what I knew; I easily backed down when I got resistance for my ideas
- Become more self-aware
- Get to comfort level a lot quicker

5. In what ways would you suggest SIOF go about recruiting mentors and protégés for the mentoring program?

Utilize Existing Conferences and Tools

- Utilize the SIOF conference each year to introduce and start the relationships face to face...an opening session to help people meet
- Launch at SIOF
- Through the SIOF platform
- SIOF website sign-up
- SIOF Job Fair (for protégés)
- Go to the programs as recent graduates are entering the workforce (for protégés)
- Link at SIOF job search page with description of program (for protégés)
- Local I/O organizations (e.g., Personnel Testing Council)
- Go to members of SIOF’s previous *Member-to-Member* mentoring program

Find Qualified Resources

- Focus on finding real practitioners who work full-time
- Bring in a mix of consulting and academics and have them nominate people who they believe would be effective mentors
- Use/get well known people to participate
- Connect with the heads of the programs to gain feedback and background on applicants
- Find those who like to teach and get personal satisfaction from teaching and developing others

Communication

- Use testimonials of its value...over communicate examples of it working

- SIOF member who can act as a champion and that others respect could encourage participation at SIOF conference and send out emails

Program Structure

- Put in place structure, standards, training, and guidelines to help people be effective protégés and mentors
- Use a structured guide to collect data from applicants

6. What individual characteristics should SIOF consider for the matching of mentors and protégés?

Interests and Goals

- Goals and what they want to share
- Interests; goals
- Research interests
- Goals: just starting out; seeking another degree
- Matching areas of interest and specialization (e.g., employee survey, exec development)
- Match a need with a expertise

Background

- Background & experience; work history
- Career issues (e.g., where you are and what you do) more than personality information
- Field experience; school attended; where work
- List of jobs and how long there
- Interesting project or two they worked on (e.g., training, consulting)

Personality & Skills

- Hard to do, but personality would be great (e.g., DISC)
- Mutual respect (chemistry/relationship)
- Excellent written and verbal communication
- Business awareness and acumen – as well as in tune with current events
- Intellectual curiosity
- Desire for development

[Process for matching?]

- We could prepare long list but it's hard to account for complicated chemistry; so, SIOF sets the foundation for the relationship (like speed dating) but can't make promises about long-term relationship
- SIOF should not formally match...maybe provide a menu of people and how they can reach each other...maybe a clearing house of participants listed by specialty
- Would be nice for SIOF to provide a "top three" list and have mentor and protégé pick their own
- Maybe use a preliminary match questionnaire, based on characteristics, but leave them to choose their final mentor or protégé
- We need to screen the protégés because it can't be not meaningful to mentors...Obligations process in the matching and introduction process - start and end date - application process to ensure match of objectives and intentions.

7. What factors would help increase mentor and protégé participation in a SIOF practitioner mentoring program? What factors would inhibit participation?

Protégés

- Built in steps of accountability, such as update on progress by X date
- Interest in advancing the field
- Teaching protégés basic etiquette...that it is not a one way street - they have to share information, to say thanks, to help the mentor and not expect everything from the mentor, to help shape the relationship

Mentors

- Showing them the impact on the individuals, organization and field of I/O
- Interest in training next generation of I/O psychologists
- Requirement for SIOF fellows; all members of SIOF should be required to participate in some capacity in SIOF
- Recognition Program: (1) Publish names of people who are serving as mentors, give them an acknowledgement and thank you at SIOF (like conference reviewers); (2) Inexpensive reception or breakfast at SIOF to thank the mentors...could be a networking opportunity
- Short, simple checklist for mentors

Both

- Offer a way out if the relationship is not working, with option to reassign
- SIOF needs to look like they value and support it
- Discount on SIOF membership and/or conferences, workshop at SIOF to talk about experience
- Flexibility in meeting goals; making it easy
- Communication of results and highlighting successes
- Have a SIOF orientation session where they come together to meet and build relationship
- Good information
- Limited formal duration or some guidance would help
- Keep it simple, practical, tied to real work but with strong cadence...avoid complexity of process and minimize paper work
- High profile companies participating; potential for internships

Inhibit

- Time requirements
- Work schedule and flexibility...consultants who travel a lot may find it harder to maintain the relationship
- Matching not done right
- Too complicated and burdensome
- Too structured
- Depends on formality...if too formal and structured and regimented, people won't participate. If on-demand, resource type mentoring where it's up to the individuals, it would work
- Lack of communication about what the program's goals are
- High financial cost or time investments

8. What issues or program features, in your opinion, would cause a SIOF practitioner mentoring program to fail?

Overly Structured and Rigid

- Being too rigid...if there are forms, mentoring contracts, agreements, etc.
- Too much is required in terms of reporting
- Too tedious to make connections
- Having something that is very rigid or saying you have to meet once a week, or have to send in a report. You need to keep it open and flexible, as people are busy
- Over engineering with too much artificial components

Resource Intensive

- Too time intensive
- Anything that requires expense from protégé or mentor
- It will fail if the administration of the matching becomes too much of a burden. It needs to be self-administered...you need to come up with an interactive system so that people can run it themselves.
- Focusing on matching (laborious and not informative)
- Time commitment factor for a mentor

Lack of Clear and Mutual Expectations

- Entitlement mentality from protégés...looking for short-cuts, referrals for a new job
- Has to be something in it for both sides
- Roles and responsibilities not clearly defined
- Protégé not having realistic expectations
- How to sort out what might be a "consulting" opportunity from the Mentor's perspective and their role as a Mentor... since they would be providing expertise on an area...some may wonder where the "line" between paid consulting and free mentoring is

Lack of Support

- Lack of attention and lack of expectations from SIOF executive board
- Initial Communication by SIOF: Because of the technical background of SIOF members, it is important for SIOF to give the program credibility by explaining the process and supporting research on the importance and impact of mentoring programs
- Lack of sponsorship and connectedness to SIOF leadership, committees, or other relevant programs (e.g., CEMA)
- Lack of connection to practitioner workshops or forums (pre-SIOF consortium or during the spring program)
- Lack of publicity on website

Lack of Qualified Resources

- Need a diverse set of mentors in demographics and backgrounds
- Not enough mentors!
- Mentors not good at mentoring

OVERALL INSIGHTS AND DISCUSSION

Several key points emerged from these interviews that can influence the design and implementation of a practitioner mentoring program for SIOP. Specifically:

- The practitioner mentoring program should be as simple and efficient as possible. Interview participants noted that over-engineering the program, making it too cumbersome with too many forms, requirements, directives, etc., may prohibit mentors and/or protégés from fully committing to what would essentially be a volunteer activity (on top of their other duties and responsibilities). Leveraging technology (e.g. LinkedIn; WIKI site) to simplify resource and contact information is one example of making the program more efficient. Publishing a resource guide or *suggestions* of mentoring activities (e.g., meetings, role plays, developments), rather than requiring a specific level or frequency of activities (e.g., how many times a protégé and mentor must meet), is another method of keeping the system simple.
- At the same time, interview participants noted some level of structure was needed in order to ensure a minimum level of consistency in application, and to avoid potential problems. For example, checklists of interests, goals, background, experience, etc., could be used to develop a resource network of qualified mentors from which protégés could select. Or, expectations, roles, responsibilities, boundaries, and reassignment procedures could be published in order to ensure both parties benefit, relationship problems are averted, and conflicting interests (e.g., paid consulting vs. free mentoring) are avoided.
- Interview participants also suggested utilizing existing SIOP activities, programs, and resources to publicize and implement the mentoring program. For example, the SIOP website and conference could be used to communicate the program, and sessions and workshops could be built into the SIOP annual conference program and other conferences (e.g., Leading Edge) in order to introduce potential mentors and protégés, and/or allow for mentoring activities to occur.
- The theme of flexibility was woven into several of the interview participants' comments. For example, the mentoring program could accommodate a diverse range of goals and participants, ranging from the typical senior mentor and junior protégé relationship, to a relationship whereby a younger but more experienced practitioner mentors an older SIOP member leaving academia to enter consulting, or to a relationship whereby the focus is on teaching a protégé a new content area (e.g., coaching) regardless of the participants' tenure, age, etc.
- Finally, interview participants noted that the mentor and protégé need to have a significant role in ensuring a successful relationship, and as such SIOP's role should be focused on providing the opportunity for the relationship to develop (rather than taking a more formal and proactive role in matching, monitoring, administering, and evaluating the relationship). For example, SIOP could provide a list of potential mentors along with their bio, resume, expert areas, work role, etc., and have protégés select from that list and contact the mentor for assistance. Or, SIOP could provide an orientation meeting as part of the annual conference whereby protégés and mentors could meet, after which they would have responsibility for structuring and carrying out their mentoring relationship.

Overall, based on the perceived benefits for both mentors and protégés, as well as interviewees' responses as to how mentoring could have helped them, it is clear that some level of mentoring could be beneficial for SIOF practitioners. Still, as the interview results are based on a very small convenience sample of SIOF members, further needs assessment and investigation will be needed in order to both validate and expand upon these results in terms of mentoring program features, structure, etc.

WORKING MODELS

Based on the results of the project development interviews, the SIOF Practitioner Mentoring Program sub-committee believes there are several models of a mentoring program that can be considered for implementation by the SIOF Executive Board. As each model has its advantages and disadvantages, additional needs assessment information will shed further light on whether any of these models are more preferred than others, on whether there are additional models that should be considered, and on what changes need to be made in order to meet the needs of all stakeholders. Furthermore, it is possible that elements from different working models can be combined into the final mentoring program. Still, for the Executive Board's consideration, review, and comment, brief descriptions of the mentoring program working models are provided below.

Model 1: Structured Mentoring Program

In this model program, SIOF would take an active role in structuring the mentoring relationship, with formalized matching processes, timelines for the relationship, procedures and guidelines, and evaluation/accountability processes. The goal would be to provide structure to the program and relationship without becoming overly prescriptive, or the program becoming overly burdensome with required contracts, documents, etc.

For example, SIOF could inventory all SIOF members to gather their interest in being a mentor and/or protégé, whereupon background, interest, expertise, skill, etc., information could be collected for each person. This information could then be used for SIOF to formally match each protégé with a mentor. Or, SIOF could provide a list of "top 3" protégé/mentor matches, and let each party choose the best fit. SIOF would then take steps to initiate and structure the relationship, such as holding a mentoring orientation meeting at the SIOF annual conference for the dyad to be introduced, providing guidelines for structuring the relationship, requiring a minimum number of meetings, and utilizing SIOF resources to periodically monitor and evaluate the progress of the relationship.

Model 2: Facilitated Mentoring Program

A less structured version of mentoring could take some of the same features of Model 1, such as compiling a list of mentors and protégés complete with background, interest, expertise, and skill information, and utilize them in a less formalized manner. For example, this resource list could be made available to mentors and protégés (e.g., through SIOF website; SIOF annual conference), whereupon either interested party would be responsible for contacting a mentor or protégé of interest to initiate the relationship. SIOF could still provide resources to help guide the relationship, and take a role in monitoring the relationship (e.g., having the mentor report to an administrator who he or she is mentoring), yet the majority of responsibility for structuring most elements of the relationship (e.g., meeting frequency) would fall to the mentor and protégé.

Model 3: Resource Network Mentoring

An alternative approach to facilitating mentoring relationships would be to take advantage of existing SIOF resources and activities to informally encourage mentoring relationships. For example, pre-conference workshops or conference sessions could be scheduled, where a group of SIOF members who have volunteered to mentor would present on a topic of interest of practitioners (e.g., starting a consulting practice; handling ethical conflicts) and field questions from the audience. Interested protégés would attend such sessions, and time could be built into the program for potential mentors and protégés to meet, discuss, and form relationships. In this model, SIOF would take a less active role in initiating, structuring, and monitoring relationships (other than providing minimum-level guidelines for expectations, responsibilities, etc.); rather, SIOF would provide the resources for more naturally, organic mentoring relationships to occur.

SIOF Practitioner Mentoring Program

Detailed Project Plan**Task 1: Program Needs Assessment**

The needs assessment (NA) will gather background information, at both the organizational and person level, to determine the scope, process, infrastructure, intended stakeholders, and objectives/needs to be addressed of the proposed mentoring program.

Activity	Data To Be Gathered	Method	Start Date	End Date
Meet with Program "Sponsors" and Key High-Level Stakeholders - Gary Latham - Kurt Kraiger - Deb Cohen	<ul style="list-style-type: none"> • Features of an ideal mentoring program • Outcomes and needs the mentoring program is intended to achieve • Targeted protégés and mentors • Resources (money; personnel) are available to help administrate and monitor the program • Other SIOF initiatives requiring alignment with mentoring program (i.e., current new member mentoring program) • Past mentoring programs success and obstacles (e.g., Member to Member mentoring program) • Constraints to the scope of the program • Who owns and will run the program year to year • Confidentiality Issues • Integration with SIOF Speed Mentoring Initiative 	Phone Review Documents	9/09	10/09
Gather NA Data From Targeted Protégés	<ul style="list-style-type: none"> • Features of an ideal mentoring program • Issues, needs, goals, etc., mentoring should address • Program components...(1) participation mandatory?; (2) dyads matched?; (3) if so, on what characteristics?; (4) latitude given to dyads on meeting frequency, activities, length, etc. • Perceived obstacles to participation • Perceived support needed from SIOF (e.g., kickoff event) • Confidentiality Issues • Should mentors or protégés be screened for participation? If so, on what? 	Focus Group (Conf Call) On-Line Survey	10/09	11/09
Gather NA Data From Targeted Mentors	<ul style="list-style-type: none"> • Features of an ideal mentoring program • Issues, needs, goals, etc., mentoring should address • Program components...(1) participation mandatory?; (2) dyads matched?; (3) if so, on what characteristics?; (4) latitude given to dyads on meeting frequency, activities, length, etc. • Perceived obstacles to participation • Should mentors or protégés be screened for participation? If so, on what? (e.g., mentor/protégé readiness) 	Focus Group (Conf Call) On-Line Survey	10/09	11/09

	<ul style="list-style-type: none"> • What would have benefited you as a protégé? • What benefits are you expecting? • Perceived support mechanisms needed from SIOP (e.g., assistance if relationship not working well; kickoff event) • How should mentors be identified, recruited, incentivized, etc? • Confidentiality Issues 			
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Task 1 Deliverable: ***Report detailing results of needs assessment.***

Task 2: Program Design

Based on results from the needs assessment, the SIOF Professional Practice Mentoring Program sub-Committee will design basic elements of the mentoring program. This design will then be reviewed by the SIOF Professional Practice Committee, then possibly by some of the potential protégés and mentors who provided needs assessment information, as well as other applicable SIOF Committees (e.g., visibility) and departments/personnel (e.g., Public Relations; Internal Communications). After making necessary revisions, the proposed mentoring program design will be provided to SIOF Leadership for approval.

Activity	Data To Be Gathered	Method	Start Date	End Date
Design the Mentoring Program	Based on the needs assessment results and research on best practices, several design elements will be determined, including: <ul style="list-style-type: none"> • Specific objectives and outcomes for the mentoring program. • Screening requirements for protégés and mentors. • Matching procedures and characteristics...voluntary, forced, etc. • Mentoring Program Guidelines (e.g., length of relationship; boundaries and expectations of relationship; planned activities; mentoring agreements; recruitment procedures) • Training and Support Resources to be included (e.g., guidebooks; policy & procedure manuals; suggested development activities) • Confidentiality guidelines • Program monitoring and evaluation procedures • Personnel resources required for various elements, including roles and responsibilities • Communication and marketing procedures 	Phone Work Meetings	11/09	1/10
Create Mentoring Program Design Proposal	Based on results from the first activity, the mentoring program sub-committee will create a written outline of the mentoring program, including rationale for each key design element/decision.	Phone Work Meetings	12/09	1/10
Review Mentoring Program Design Proposal	All or parts of the design proposal are to be reviewed by any or all of the following groups, in any order. Criteria to be assessed include feasibility, effectiveness of design, improvement ideas, etc. <ul style="list-style-type: none"> • Larger SIOF Professional Practice Committee • Other affected SIOF committees • Needs assessment participants • SIOF resources affected by program (e.g., administrators, communications) 	Written comments	12/09	1/10
Review Mentoring Program Design Proposal and submit for approval	Based on results from the proposal review, revisions will be made and a final proposal approved by SIOF Professional Practice Committee and submitted for SIOF Executive Board approval.	Phone Work Meetings	12/09	1/10

Task 2 Deliverable: *Mentoring Program Design Proposal submitted to SIOF Leadership*

Task 3: Program Implementation

Based on approval and subsequent design changes requested from SIOF Leadership (as well as what SIOF Leadership wants to roll out in April, 2010), the Mentoring Program subcommittee will create and execute an action plan to implement each of the program's design elements. This plan will outline specific activities, resource needs (e.g., who will create, time to create, money needed), and deadlines.

Activity	Data To Be Gathered	Method	Start Date	End Date
Create Implementation Action Plan	Major implementation activities will include: 1. Design of communication plan for SIOF 2. Design and production of support materials (e.g., guidelines, resource guides, procedures) 3. Recruitment of protégés and mentors 4. Monitoring and evaluation materials 5. Kick-off event activity(s)	Phone Work Meetings	1/10	3/10
Implement Action Plan	The action plan created in the first activity will be implemented and overseen by the mentoring sub-committee and other needed resources. Roll-out of activities will be based on what SIOF Executive Board wants to occur at the April, 2010 Annual Conference. For example, if at the Conference it is expected that a mentor-protégé kick-off event is to be held, then marketing of the program, recruitment of participants, and any matching work may be done before the Annual Conference.	Phone Work Meetings	4/10	4/10

Task 3 Deliverable: Mentoring Program Implemented