



Developing a Strategic Mentoring Culture

Miami-Dade County Mentoring Program 2009

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| Focus: | <p>The Mentoring Program is a key component of the County’s Human Capital Development Program. It provides a mechanism by which County employees who seek upward mobility can increase their knowledge, skills, and abilities in critical areas. It also recognizes that pro-active employee development is a benefit to an organization.</p> <p>Specifically, the Mentoring Program is designed to assist in the development of mentees in the 16 strategic competencies identified in prior Executive Leadership Development Focus Group Sessions:</p> <ol style="list-style-type: none"> 1. Adaptability 2. Business Acumen & Entrepreneurship 3. Communication 4. Continual Learning 5. Customer Service 6. Decisiveness 7. Developing Others 8. Diversity Awareness & Management 9. Ethics Integrity & Honesty 10. Influencing & Negotiating 11. Performance Management & Results-Oriented 12. Political Savvy 13. Problem Solving & Technical Credibility 14. Service Motivation & External Awareness 15. Strategic Thinking 16. Teamwork & Group Leadership |
| Department Participation: | <p>The County Manager has expressed his firm commitment to the implementation of the Human Capital Development Program, including the Mentoring Program. All departments are encouraged to fully participate in the Mentoring Program.</p> |
| Mentors: | <p>For 2009, the program will commence with mentor opportunities available to executives at the Division Director level (or equivalent) and above. Future phases will rollout opportunities to other segments of the County workforce.</p> |

| <p>Mentees:</p> | <p>The 2009 Mentoring Program will commence with mentee opportunities available to employees at the Administrative Officer 3 level (or equivalent) and above. Employees must have an overall rating of “Above Satisfactory” or “Outstanding” on their most recent employee evaluation to participate. Future phases will rollout opportunities to other segments of the County workforce.</p> <p>Department Directors will select mentees from among their interested employees in numbers commensurate with the size of the department.</p> | | | | | | | | | | | | | | |
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| <p>Mentor & Mentee Selection:</p> | <p>Eligible employees who wish to become mentees and mentors will express their interest to their respective Department Director. Department Directors will select mentors and mentees from among interested employees in numbers commensurate with the size of the department.</p> <p>Mentees should be eligible employees who show potential for future growth and advancement. Mentors should be knowledgeable and respected employees that possess superior strengths in the strategic competencies. Department Directors are expected to use appropriate discretion to ensure a diverse pool of participants.</p> | | | | | | | | | | | | | | |
| <p>Mentor & Mentee Participation Levels:</p> | <p>To begin the program, participation levels will depend on the size of the department. The levels are designed to create approximately 200 mentoring opportunities.</p> <table data-bbox="581 1276 1398 1581"> <thead> <tr> <th style="text-align: left;"><u>Dept. Size</u></th> <th style="text-align: right;"><u>Minimum Requested Number of Mentors & Mentees</u></th> </tr> </thead> <tbody> <tr> <td>1-50</td> <td style="text-align: right;">1</td> </tr> <tr> <td>51-100</td> <td style="text-align: right;">2</td> </tr> <tr> <td>101-200</td> <td style="text-align: right;">3</td> </tr> <tr> <td>201-1000</td> <td style="text-align: right;">5</td> </tr> <tr> <td>1001-3000</td> <td style="text-align: right;">9</td> </tr> <tr> <td>3001 & above</td> <td style="text-align: right;">12</td> </tr> </tbody> </table> | <u>Dept. Size</u> | <u>Minimum Requested Number of Mentors & Mentees</u> | 1-50 | 1 | 51-100 | 2 | 101-200 | 3 | 201-1000 | 5 | 1001-3000 | 9 | 3001 & above | 12 |
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| <p>Mentor/Mentee Ratio:</p> | <p>In order to ensure that mentors can spend adequate time with mentees, the ratio of 1:1 is recommended and a mentor should have no more than two mentees. An equal number of mentors and mentees should be identified by each department.</p> | | | | | | | | | | | | | | |

**Locations,
Departments, &
Strategic Areas:**

There should be mentors in every department and in locations throughout the County. Mentors will be grouped by strategic area:

- **Transportation**
 - Aviation
 - Citizens Independent Transportation Trust
 - Consumer Services
 - Metropolitan Planning Organization
 - Miami-Dade Transit
 - Seaport

- **Recreation & Culture**
 - Cultural Affairs
 - Library
 - Park & Recreation
 - Vizcaya Museum & Gardens

- **Public Safety**
 - Animal Services
 - Corrections and Rehabilitation
 - Medical Examiner
 - Miami-Dade Police
 - Fire Rescue
 - Emergency Management/Homeland Security
 - Juvenile Services

- **Economic Development**
 - Community & Economic Development
 - International Trade Consortium
 - Small Business Development
 - Metro-Miami Action Plan

- **Health and Human Services**
 - Community Action Agency
 - Community Advocacy
 - Countywide Healthcare Planning
 - Homeless Trust
 - Housing Finance Authority
 - Human Services
 - Miami-Dade Housing Agency

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| | <ul style="list-style-type: none"> • Neighborhood & Unincorporated Area Municipal Services <ul style="list-style-type: none"> – Building – Building Code Compliance – Environmental Resources Management – Planning and Zoning – Public Works – Solid Waste Management – Neighborhood Compliance – Water & Sewer • Enabling Strategies <ul style="list-style-type: none"> – Agenda Coordination – Office of ADA Coordination – Audit & Management Services – Capital Improvements – Elections – Human Resources – Enterprise Technology Services – Fair Employment Practices – Finance – General Services Administration – Government Information Center – Grants Coordination – Procurement Management – Property Appraisal – Strategic Business Management – Sustainability |
| <p>Administration:</p> | <p>Departmental Personnel Representatives will coordinate efforts at the department level. The Human Resources Department’s Career Development Division will provide countywide oversight and program administration.</p> |
| <p>Duration:</p> | <p>Employees should expect to commit to the mentoring relationship for one year, although it may continue beyond that period on an informal basis. Either party can terminate the mentor-mentee relationship at anytime.</p> |

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| <p>Mentor & Mentee Matching Event:</p> | <p>After selection by Department Directors, mentors and mentees will be invited to one of four fun-filled interactive matching events.</p> <p>Participants will be expected to complete pre-work prior to the event. Mentees will bring their completed Individual Assessment and Development Plan to the meeting.</p> <p>In a meeting/networking environment, mentees will have an opportunity to pair with mentors in accordance with their position level and choice of strategic area.</p> <p>Newly matched mentors and mentees will review the mentee's Individual Assessment and Development Plan to seek opportunities to bridge competency gaps through the Mentoring Program. Mentors and mentees will also be asked to sign a commitment to fulfill their roles and meet program expectations.</p> |
| <p>Time Commitment:</p> | <p>Participants should be willing to commit at least two hours (and up to eight hours) of pre-approved time each month.</p> |
| <p>Activities:</p> | <p>Participants will engage in a variety of mentoring activities including: job shadowing, cross training, knowledge transfer, career counseling and project assignments.</p> |
| <p>eMentoring:</p> | <p>Because busy schedules can sometimes make it difficult to find time to meet face-to-face, mentors and mentees are encouraged to use eMentoring techniques (such as email), to transcend geographic boundaries and time constraints.</p> |
| <p>Alternates & Substitutions:</p> | <p>In the event that a mentor or mentee can no longer participate in the program during the course of the year, the Department Director is expected to fill the vacancy with another eligible employee.</p> |
| <p>Training & Information:</p> | <p>Mentor Program training will be provided to all mentors through the Human Resources Department's Career Development Division. Information, including answers to frequently asked questions, will be available online on the County's web portal.</p> |

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| <p>Mentor Benefits:</p> | <p>In addition to fulfilling the department's obligation to provide mentors in numbers according to department size, mentor participation offers many benefits, including:</p> <ul style="list-style-type: none"> • Fulfills a Management Performance Appraisal Process requirement under the "Employee Development/Recognition" category • Promoting organizational goals • Giving back to the organization • Providing a mutual learning experience • Supporting succession planning • Identifying and developing talent |
| <p>Mentee Benefits:</p> | <p>Participation as a mentee in a mentoring program is an important component in an employee's career development and the fulfillment of an employee's individual learning plan. Mentees may benefit by:</p> <ul style="list-style-type: none"> • Gaining first-hand knowledge from experienced professionals • Learning the unwritten rules of the organization • Gaining expert training and support, understanding the perspectives and thinking patterns of people in another discipline or at a different level • Building relationships and affiliating with a wider group of people • Learning methods for meeting challenges • Obtaining experience in a new area • Receiving professional coaching <p>The Human Resources Department will continue to research and explore other potential benefits for mentee participation; however, there are absolutely no guarantees made to mentees regarding employment, promotions, and compensation. Prospective mentees should have realistic expectations and should not assume that there will be any additional benefits other than the many intangible benefits described above.</p> |

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| Follow-up: | <p>The formal program will be completed after one year, although mentors and mentees may choose to meet informally with each other beyond this period.</p> <p>Feedback from participants will be used to evaluate and improve the program. Participants will provide feedback to the Human Resources Department at the 6-month point and at program completion.</p> |
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