

## Mentoring Program Policy

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### Mentoring Program

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### Policy

It is the policy of the State of North Carolina to offer mentorship programs to all state employees through an agency-governed mentoring program regardless of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation, National Guard or veteran status, genetic information, or disability.

The purpose of this program is to enhance an employee's career development by implementing the mentoring program to provide experiential learning opportunities through professional collaborations that can significantly enhance an employee's career advancement by improving employee performance and developing employee skills. The mentoring program will partner an employee with a more experienced employee who will coach, teach, and guide the employee's career path.

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### Definitions

**Mentorship** – a professional partnership in which a person with more experience, expertise, and knowledge supports, teaches, advises, guides, and helps another person develop professionally.

**Mentor** –an experienced individual with expertise who advises, sponsors, trains, teaches, guides, and supports the career development of a mentee.

**Mentee** - a person who receives from a mentor training, guidance, support and advice on professional and career development.

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## Mentoring Program Policy (cont.)

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Traditional/One-on-One Mentoring - a mentoring arrangement between a mentor and a mentee.

Group Mentoring - a mentoring arrangement in which a single mentor is matched with more than one mentee.

Distance Mentoring - a mentoring arrangement in which a mentor and mentee(s) are in different locations.

Situational Mentoring - a mentorship intended for a specific purpose, career goal, or skill acquisition.

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### Program Administration

Each state agency may elect to establish a mentoring program. The program shall consist of a joint effort of the North Carolina Office of State Human Resources and any branch of state government. Administration of the statewide program shall be based in the Office of State Human Resources with each agency being responsible for the establishment and management of a mentoring program that meet its organizational needs.

The Office of State Human Resources will provide consultation, resources, and technical assistance to agencies wishing to develop and implement a mentoring program. Agencies will submit a copy of their mentoring program, the name of their mentoring program coordinator/manager, and any updates as they occur to the Office of State Human Resources. The status of an agency's mentoring program will be tracked and reported annually by the Office of State Human Resources.

The mentoring program will meet the needs of the agency, which include but are not limited to recruitment, retention, engagement, knowledge sharing, training, and improvement in the work environment.

An employee's participation in the mentoring program does not guarantee promotion nor entitle the employee to preferential treatment in employment issues.

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### Program Curriculum

The mentoring program provides four mentorship options to state employees: (1) Traditional/One-on-one, (2) Group, (3) Distance, and (4) Situational. [See descriptions of mentorship options in the Definitions section of this policy.] Each agency is responsible for determining the mentorship option(s) that best meets its organizational and employees' needs.

Agencies are encouraged to provide a specific number of hours per year for individual sessions between the mentor and mentee in accordance with their mentoring program guidelines. In addition to the guidance and assistance the mentee will gain from the mentor, agencies may plan group activities for program participants. These activities can be conducted on a monthly basis such as monthly forums, and on an annual basis for agencies with a statewide employee population. The activities should be tailored around professional development initiatives. The agencies may consult with the Office of State Human Resources on topics and presenters for the monthly forums.

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### Participation

The selection process will be developed by the agency utilizing fair, consistent, and equitable criteria. The agency will document its selection criteria and process. Each agency's mentoring program must be open to all employees; however, limitations may be instituted based on various criteria such as mentor/mentee ratios, geographical constraints, and other items of concern for the agency's administrative personnel. Participation in the mentoring program is completely voluntary. The duration of a participant's involvement in the mentoring program is dependent upon the guidelines stipulated by the governing agency; however, at least one (1) year is encouraged.

The Office of State Human Resources does not condone any discrimination in terms of membership or treatment. Participation in the program cannot be determined by race, color, religion, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age (40 or older), political affiliation. National Guard or veteran status, genetic information, or disability.

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## Mentoring Program Policy (cont.)

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### Completion of Program

Each agency is encouraged to recognize in some form the mentors and mentees participating upon completion of the program. Additionally, the agency shall inform the Office of State Human Resources of its participants so that the Office of State Human Resources may recognize the employees and the agency in its recognition program.

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### Funding for the Program

Each agency is to ensure that appropriate resources are utilized to allow the program to succeed. Based upon availability of funds, agencies may consider an In-Range Adjustment due to job changes for employees serving as mentors in accordance with the agency's mentoring program guidelines.

Advisory Note: The Mentoring Program Model, Revised Edition, December 2004 produced by the Office of State Human Resources is included in the EEO Planning and Resources Guide and provides details on how to design a mentoring program.

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