

Project plan for implementing a successful Mentoring programme

	FOCUS AREA	KEY QUESTIONS & ACTIONS	STATUS
1	<p>Begin by agreeing what the rationale is for implementing a mentoring programme in your organisation</p> <p>e.g. to support graduates; for career development purposes; to drive cross-functional innovation etc</p>	<p>QUESTIONS What is the requirement for mentoring and how is it going to add value or contribute strategically to the organisation?</p> <p>ACTIONS Devise and document a short statement which captures this strategic intent</p> <p>Agree at this stage what metrics will be measured and how you will evaluate the outcomes</p>	
2	<p>Gain the support of your senior management team for this initiative</p>	<p>QUESTIONS Who are the key stakeholders for this initiative?</p> <p>Who will be chiefly responsible for supporting mentoring pairings once they begin meeting together?</p> <p>ACTIONS Present your plan to the top management team and get sign-up and support from them</p> <p>Agree resources required for the programme</p> <p>Agree how success will be reported back to senior management</p>	
3	<p>Mentoring policy</p>	<p>QUESTIONS What is the chief 'client' target group for mentoring?</p>	

		<p>What responsibilities will each party involved in the mentoring process have?</p> <p>Do you require any level of documentation when mentor and mentee meet?</p> <p>How will you select your mentors / mentees?</p> <p>How will the process then be supported?</p> <p>ACTIONS Using Engineers Ireland guidelines, draft and get sign-off for your Mentoring policy</p> <p>Ensure the policy is clear and succinct. Include sections on Selection Criteria, Responsibilities, Frequency of meetings, Duration of Relationship etc.</p> <p>Ensure the policy matches the rationale of the programme from Step 1</p>	
4	<p>Communication & Selection</p>	<p>QUESTIONS What is the best way to communicate with all stakeholders so there is complete transparency and clarity of purpose, particularly that mentoring is a valuable developmental tool?</p> <p>How will mentees apply to be included?</p> <p>How will mentors apply to be trained?</p> <p>ACTIONS Communicate your mentoring policy with all parties including, most especially, line managers so that mentoring does not seem mysterious or elitist</p> <p>Select mentees and mentors based on criteria in your Mentoring Policy (Step 3) which match the rationale of the programme (Step 1)</p>	

5	<p>Train your mentors</p> <p>For more information on the Engineers Ireland award-winning 1-day learning programme 'Mentoring for Professional Development' click here</p>	<p>QUESTIONS</p> <p>Has the training been tailored to the needs of the mentees, the mentors and the organisation?</p> <p>Does the training deliver applicable tools to enable mentors to begin practicing on-the-job right away?</p> <p>Does the training include ample role play so mistakes can be made, and learned from, in the classroom?</p> <p>ACTION</p> <p>Start small by training a pilot group first</p> <p>Plan so that they can get 'into action' immediately after the training ends</p> <p>Whoever will be supporting mentors and mentees as part of the programme should sit in on the training</p>	
6	<p>Brief your mentees</p>	<p>QUESTIONS</p> <p>What aspects of the programme are voluntary and what aspects must the mentees commit to?</p> <p>How can the mentees contribute to make the programme a success?</p> <p>ACTION</p> <p>Involve senior management in briefing mentees as a clear signal of the importance of the mentoring initiative</p> <p>Ensure whoever will be supporting mentors and mentees as part of the programme is on hand to answer questions</p> <p>TIP: Once trained, get your mentors to brief your mentees so ownership rests with both parties and they meet up and begin to get to know each other</p>	

7	<p>Make your matches</p>	<p>QUESTIONS Will you select and assign pairings based on criteria which match your rationale (Step 1)?</p> <p>Or will you allow an element of self-selection to build trust and responsibility?</p> <p>ACTIONS Advise mentor-mentee pairings to book their first 3 or 4 meetings in their diaries</p> <p>If a pairing doesn't work, that's fine. Allow for a 'no-fault divorce' and a re-match. However, don't allow pairings to dissolve too easily. There is always a settling in period before a relationship builds. Time and trust lead to quality mentoring</p> <p>Ensure all participants know who to contact if they do have a problem</p>	
8	<p>Supporting the programme</p>	<p>QUESTIONS How can you offer support without being intrusive?</p> <p>What level of reporting on activity do you want from mentors and mentees?</p> <p>ACTIONS In the early stages, ensure pairings are fully supported and communication with them is frequent and positive</p> <p>Don't 'push' for signs of success too early though. Mentoring takes time for signs of success to emerge. Be confident and encourage pairings to meet according to their agreed frequency</p> <p>Stress that mentoring is development-orientated. Personal matters should be referred to HR. The process is confidential</p>	

9	<p>Review and evaluate</p>	<p>QUESTIONS How will you use what you learn from any evaluation to review the design and future implementation of mentoring programmes?</p> <p>Who will conduct the evaluation process?</p> <p>How will you construct a business case for further mentoring programmes?</p> <p>ACTIONS Review the process and the outcomes as per the agreed plan in Step 1</p> <p>Gather qualitative as well as quantitative data as part of your evaluation process</p> <p>Feed ‘lessons learned’ from your pilot programme back into the design and implementation of your next mentoring initiative</p>	
10	<p>Document successes and report to the top management team</p>	<p>QUESTIONS How will you convince senior management that mentoring is delivering a real business benefit?</p> <p>ACTIONS Document a clear business case for the implementation of further mentoring programmes within your organisation</p> <p>Arrange a special meeting to present your findings to the top management team</p> <p>Recommend that outstanding mentors be appropriately recognised and/or rewarded for their contribution</p> <p>Include ‘success stories’ in your company literature such as your e-zine or newsletter</p> <p>For more ideas and tips click here</p>	