



APHA 135<sup>TH</sup> ANNUAL MEETING AND EXPO

Monday, November 05, 2007

## **Advances in Organizational Design and Management**

### **Developing mentor programs to strengthen organizational infrastructure and promote staff development**

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# Mentoring Is...

- “a process rather than an event; mentors must see themselves as managers of a process, rather than just passing on knowledge.”

(Galvin, 1988)

- “a brain to pick, an ear to listen, and a push in the right direction.”

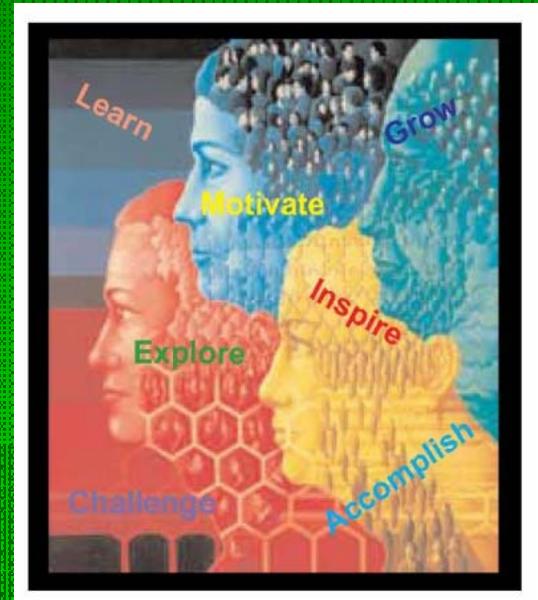
(John Cosby)



# The Goals of a Mentor Program

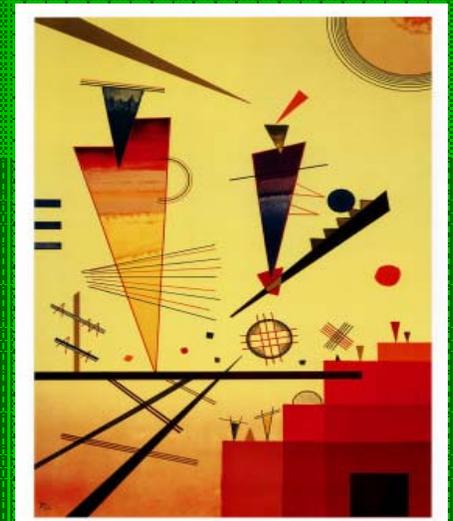
*For all Participants*

- Promote professional development
- Expand personal capacity and growth
- Foster leadership and networking opportunities
- Broaden job-related skills and knowledge
- Strengthen organizational infrastructure
- Increase job satisfaction
- Enhance succession planning efforts
- Development of diverse team building

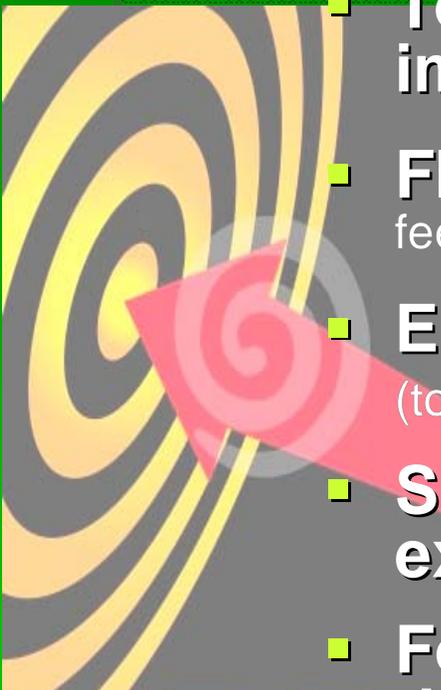


# How the AIDS Institute Mentor Program is Organized – A Replicable Model

- Executive level endorsement (this is key)
- Guidance committee to establish program
- Program workgroup (representatives from all units of the organization)
- Sub-committees
  - Application Review/Materials Development and Program Planning
  - Workplan Review



# Elements of a Successful Program

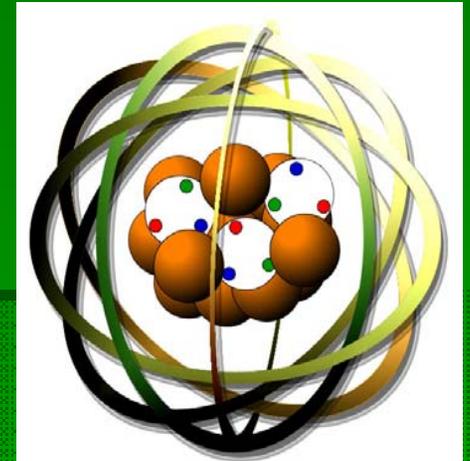
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- **Executive support and encouragement**
  - **Team approach to program implementation and management** (workgroup)
  - **Flexibility** (improve program regularly based on participant feedback through evaluations)
  - **Encourage respect among participants** (to create a safe learning environments & diverse team building)
  - **Support transfer of knowledge and experience**
  - **Foster networking and relationship development**
  - **Encourage leadership and professional growth**

# How it works:

- **9 month program** (school calendar)
- **Staff Briefing held to discuss program** (early May)
- **Call for applicants** (applications sent out via agency email and attached to paychecks– late May)
- **Applications due back late June** (one month turn around time)
- **Program workgroup reviews/accepts applications & makes matches based on applicant's area of interest**
- **Acceptance letters and timeline are sent to notify participants of admission and their mentee/mentor** (supervisors are also notified)
- **Program begins in September with a full day orientation**
- **Mandatory program meetings/trainings occur over the next 9 months**
- **Program ends with a graduation ceremony in June** (completion awards are presented by executive staff)



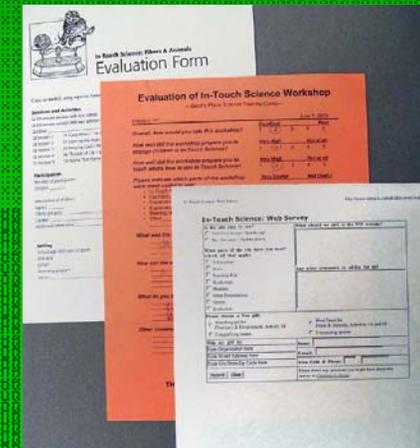
# Program Components:



- **Applications** (one for mentees and one for mentors, all require supervisor approval and signature)
- **Program Timeline**
- **Notebook** (one for mentee and one for mentors/mentee supervisors)  
Content: Program Guidelines, Timeline, Do's and Don'ts, Workplan, Useful Tools/worksheets, Participant List and Resources
- **Program Meetings and Skills Building Trainings**
- **Commitment of 8 Hours a Month** (minimum)
- **Submission of workplan** (identifies specific goals for the 9 months, requires supervisor signature and must be approved by the workgroup)
- **Mentor Workgroup** (provides guidance and oversight)

# How Program Evaluation Supports a Mentor Program

- Fosters program success and growth
- Collaborative process with evaluation unit whereby evaluations are created for each program meeting and training as well as at the midpoint and end of the program
- Program changes are made by the workgroup on an ongoing basis throughout program year based on a review and analysis of evaluation results
- Individual workplan reviews by the review committee enable feedback to each mentee



# Things We Learned Along the Way:

- Importance of supervisor involvement
- Clearly documented expectations of the program (to prevent misinterpretations)
- Limit number of participants
- Vary meeting/training topics (Knowledge Based vs Skills Based)
- Designated staff to coordinate program (workgroup members, participants, trainings etc.)



# In Closing...

A mentor program has the potential: \_\_\_\_\_

- to find the leaders within your staff
- strengthen internal organizational infrastructure
- enhance succession planning efforts
- create diverse management teams
- increase staff morale and retention.

