



University of California Office of the President Mentorship Program

Program Overview

The University of California Office of the President Mentorship Program pairs experienced UCOP established leaders (mentors) from across all departments with developing leaders (mentees) seeking to develop themselves professionally. Research has shown that the mentoring relationship has important influences on employee engagement, personal development, and career guidance. We view mentoring, as described by Charles Healy, as a “dynamic, *reciprocal relationship in a work environment*” between someone advanced in their career and someone at the beginning or middle stage—“aimed at promoting the development of both.” It is also a *personal process* that combines role modeling, thought partnership, reflection, and guidance. It is our job as an organization to ensure that we provide a system for formal mentorship to flourish.

UCOP Mentorship Program Feedback Survey Patterns 2017-18

The following are data collected from the 2017-2018 Mentorship Program survey given to all participants in June, 2018.

- 89% were Satisfied (46%) or Very Satisfied (43%) with the Mentorship Program
- Top 3 patterns on effective aspects of program:
 - Mentor-Mentee matching process
 - Materials and resources—handbook
 - Mentor Quality
- Top 3 patterns on aspects of program that were not as effective:
 - Mentee Cohort meetings, schedule outline in advance and adhered to
 - More Mentor support (trainings and check ins)
 - More consistent communication from program manager is needed
- Top 3 patterns of recommendations to improve the program:
 - Stronger support to create and meet mentee goals (for mentors and mentees)
 - More structured meetings for participants connected to goals of the program
 - Mid-year check ins to determine how things are going and support where needed

UCOP Mentorship Program Key Strategies

In response to the patterns from the survey, these are our focus strategies:

- Create an environment at UCOP that values and supports the essential role of mentoring in employee development
- Build on past practices and research to create a comprehensive, innovative mentoring program that fosters and advances personal, professional, and institutional growth
- Develop and implement a learning system that supports effective participation in the mentor program for mentors and mentees
- Create a Mentorship Program Advisory committee made up of mentors and mentees to guide the development and monitoring of the program

UCOP Mentorship Program Goals

Program Goal	Organizational goals	Participant goals
The UCOP program aims to provide a supportive learning structure in which participants meet regularly to support the mentee to learn the OP leadership culture as they design their personal growth and career paths.	The UCOP Mentorship Program aims to <i>promote</i> : <ul style="list-style-type: none"> • A shared responsibility for a culture of coaching and development throughout UCOP • Visibility of diversity in leadership • Employee engagement and connection to the UC vision and mission 	For Mentors and Mentees, the goals are: <ul style="list-style-type: none"> • Share and learn career skills and leadership practices • Guide and navigate the UCOP organizational culture • Establish long term professional relationships
2018-2019 Mentorship Program Outcomes		
<ol style="list-style-type: none"> 1. Sustain 90% or above participant satisfaction with the program as by measured by a rating of satisfied or very satisfied with the program as rated on end of year survey; while increasing the percentage of participants rating program “very satisfied.” 2. 90% of participants will rate the mentor/mentees meetings as effective at reaching the meeting objectives. 3. Increase participation in the mentor pool by 20% from 2017-18, from 25 to 30 people. 		

UCOP Mentorship Program Leadership Roles

We believe that all leaders in the organization hold an important responsibility in our successful Mentorship Program. Here are the roles and responsibilities:

Program Coordinator	UCOP Leaders	Mentorship Program Steering Committee
<ul style="list-style-type: none"> • Manages the recruiting, selection, and matching process • Works with Senior Leaders to integrate program into team development strategy • Works with each mentoring pair to provide resources and resolve any issues • Communicates regularly with mentors, mentees, and mentees’ managers • Provides training both initially and during the program • Conducts an evaluation to determine the program's effectiveness 	<ul style="list-style-type: none"> • Be a Mentor • Recruit Mentors • Nominate mentors and mentees • Support Mentees to participate in the program • Integrate the mentorship program into team members’ professional development plans • Recognize Mentors and mentees for their commitment to professional growth • Participate in leadership panel for one of the Mentee Cohort lunches 	<ul style="list-style-type: none"> • Use participant feedback and experience to guide program goals and structures • Provide input to adjust program to meet program outcomes • Champion the Mentorship Program

<ul style="list-style-type: none"> • Communicates program results to UCOP community • Facilitates the Mentorship Program Steering Committee • Updates and revises program based on research and input of participants and UCOP leadership 	<ul style="list-style-type: none"> • Be a Mentorship Program Champion 	
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UCOP Mentorship Program Participant Roles

Here are the roles and responsibilities for Mentors and Mentees:

Mentor	Mentee
<ul style="list-style-type: none"> • Commit to meet with your mentee once a month • Be open to sharing practices and ideas to support mentor's growth • Support Mentees to develop and work towards their goals for their mentorship time with you. • Be an advisor and teacher of leadership practices • Model and support networking efforts and skills • Be a compassionate supporter and cheerleader • Be a good listener and hold confidentiality • Communicate as needed with program coordinator 	<ul style="list-style-type: none"> • Commit to meet with your mentor once a month. • Be open to learning and reflective • In collaboration with mentor, develop and work toward goals for the program • Be proactive and clear about your learning objectives • Communicate consistently and be respectful of time • In collaboration with mentor, develop and work toward goals for the program • Participate fully in the Mentee Cohort Community of Practice • Communicate as needed with the program coordinator

For questions, please contact Anne Prozan, Talent and Organization Manager, Local and HR and Mentor Program Coordinator at anne.prozan@ucop.edu or 510-987-0057.