

Health Services Mentoring Program Policy and Procedures

Health Services Vision

The vision of the Health Services Deputyship is to be the highest performing public health organization in the United States so that the clients we serve will be: "Healthy People Living in Healthy Communities."

Health Services Mission

The mission of the Health Services Deputyship is "To promote, protect and improve the health of our clients through the provisions of high quality public health services" by:

1. successfully implementing the core functions inclusive of the essential services of public health;
2. collaborative leadership;
3. working together as a team of committed, competent public health professionals.

Mentoring Program Introduction

It is the mission of Health Services to provide high quality public health services. Central to accomplishing this mission is ensuring that the work force is trained and well-prepared to meet the growing and challenging needs of public health in the 21st century.

The knowledge, skills and abilities of employees are key factors in accomplishing our mission. As an organization, we must be able to recruit, attract and retain talented employees. We must also be able to develop our workforce and cultivate the skills and knowledge of our leaders.

Mentoring offers a way to share knowledge, experience and expertise throughout the organization. The skills of our leaders, managers and employees are valuable assets. Mentoring provides an opportunity to prepare the next generation of leaders, while ensuring the transfer of knowledge, a strategy that is even more important in this tight labor market.

The goal of the mentoring process is to develop a pool of potential candidates for leadership positions and focus on increasing their skills and knowledge for senior management positions that may become vacant in Health Services.

These policies and procedures are developed to provide directions regarding the mentoring process and to ensure that the effective recruitment and selection of volunteers are ongoing and well managed.

Mentoring Definition

Mentoring is a relationship between two individuals where an experienced, skilled person (mentor) is paired with a lesser skilled or experienced person (protégé), with the goal of developing or strengthening competencies of the protégé. Successful people have usually had one or more mentors in their career. Mentors offer advice on what to do, how to do it and why it is worth doing in a situation. Mentoring programs can, of course, facilitate the transfer of knowledge.

Mentoring Program Purpose

The mentoring program is developed to achieve the following objectives:

1. to develop skills and knowledge within Health Services;
2. to develop our employees so that they are capable of assuming leadership roles within Health Services;
3. to support the goal of the Strategic Plan to improve organizational capacity quality; and
4. to allow employees an opportunity to broaden their professional growth and knowledge of the Agency and its functions.

Program Participants

All employees of Health Services are encouraged to pursue staff development and training opportunities, including the mentoring process. Supervisors should encourage participation and support their employees' development, which includes participation in the program. Mentoring responsibilities will normally be voluntary, unless it is required by the Deputy Commissioner of Health Services. It is the requirement of Health Services that the mentoring process is ongoing. While all employees have the responsibility to ensure work force continuity through mentoring efforts, the Human Resources Office of Health Services has lead responsibility for recruiting new mentors and proteges and effectively managing the program.

All inquiries regarding participation in the mentoring program should be submitted to the Mentoring Program Coordinator in the Human Resources Office of Health Services.

Mentoring participants should be involved in the mentoring relationship for one year, unless prior approval is given by the Deputy Commissioner.

Participation in the mentoring program is not a contract of employment and is no guarantee regarding employment, promotion, or other benefits offered by the agency.

Eligibility

Each participant in the role of mentor or protégé must meet the defined eligibility criteria. Mentoring staff should be knowledgeable of and understand the eligibility criteria for participation in the program.

Extenuating circumstances may be reviewed at the discretion of the Mentoring Program Coordinator and exceptions may be allowed with approval of the Deputy Commissioner of Health Services. These instances are expected to be rare.

1. Mentor Requirements:

- ? demonstrate a desire to participate in the program by contacting the Mentoring Program Coordinator in the Human Resources Office of Health Services;
- ? complete a written Mentoring Application! Agreement (Attachment I);
- ? meet screening criteria;
- ? adhere to all Health Services Mentoring Program policies and procedures;
- ? attend mentor training as required;
- ? agree to a one-year commitment to the program;
- ? commit to spending a minimum of 10-12 hours per month with the protégé;
- ? communicate with the protégé weekly;
- ? have a record of good behavior and a professional attitude toward the agency, its vision, mission, values and purpose;
- ? not be in a probationary period;
- ? meet the overall performance standards of the position held; and
- ? demonstrate high ethical standards.

2. Protégé Requirements:

- ? complete a written Mentoring Application! Agreement (Attachment I);
- ? submit three work-related references (Letter of Recommendation in Attachment II);
- ? demonstrate a desire to participate in the program and be willing to abide by all program policies and procedures;
- ? be dependable and consistent in meeting the time commitments;
- ? agree to a one-year commitment to the program;
- ? commit to spending a minimum of 10-12 hours per month with the mentor;
- ? be willing to communicate with the mentor weekly;
- ? agree to attend training as required;
- ? not be in a probationary period; and
- ? meet current responsibilities of existing position.

Program Screening and Matching

All mentor and protégé applicants will complete a screening procedure and meet eligibility requirements. All staff must be trained and must follow the requirements outlined in the policy. The Mentoring Program Coordinator will use the factors outlined as follows to determine suitability of mentoring match:

- ? preferences of the mentor and protégé;

- ? similar goals, interest or career path;
- ? common interests; and
- ? needs of the deputyship.

Responsibilities of the Mentor and Protégé

Shared Responsibilities:

1. meet initially to discuss and establish the expectations of both parties. Review and discuss together the protégé's Self-Assessment (Attachment III) and to construct the issues they will work on together;
2. mutually develop and discuss mentoring activities and learning opportunities;
3. attend meetings with other mentors and protégés as scheduled by the Mentoring Program Coordinator to regularly discuss the mentoring experience, progress, needs, and goals as a group;
4. agree to fully support, commit time to and participate in the program; and
5. consult with the Mentoring Program Coordinator regarding unique mentoring Issues.

Responsibilities of the Mentor:

1. initiate the mentoring process by contacting the protégé;
2. initiate a Development Plan (Attachment IV) for the protégé after reviewing and discussing the protégé's self-assessment;
3. spend a minimum of 10-12 hours per month with the protégé (time spent can be via electronic mail, telephone, teleconferencing, or videoconferencing). Examples of protégé/mentor interaction may include, but is not limited to reviewing the protégé's journal and having the protégé as an observer in daily activities and internal management meetings (such as EMT, SLT, COMT, and Joint Staff meetings); presentations and any other similar opportunities across the organization. Meet with the protégé after these events/activities to discuss and evaluate the experience;
4. include the protégé as a participant on a project within the mentor's office;
5. include the protégé in the preparation of a Knowledge Transfer Manual for the mentor's area of responsibility;
6. encourage the protégé to participate in activities (internal and external),

which would promote growth and broaden the protégé's skills and/or experience;

7. identify experiences for the protégé that will enhance the person's skills, abilities and knowledge;
8. provide organizational insight;
9. expand the protégé's network;
11. review the Mentoring Journal (Attachment V) of the protégé as a reference for the mentoring program evaluation; and
12. communicate with the Mentoring Program Coordinator as necessary regarding the mentoring process and provide necessary feedback.

Responsibilities of the Protégé:

1. complete a Development Plan outlining strengths, areas needing improvement and specific goals;
2. actively participate in the mentoring process and demonstrate a willingness to accept new challenges and responsibilities;
3. endeavor to practice and use new skills and knowledge where possible;
4. meet with other protégées on a regular basis to discuss their experience and share ideas;
5. maintain open communication and provide feedback to the Mentoring Program Coordinator in regard to the mentoring experience; and
6. prepare a Mentoring Journal (Attachment V) after each meeting with the protégé and maintain as a reference for growth and development evaluation.

Travel Reimbursement

Traveling costs involved in participating in the Mentoring Program will be incurred by the program area in which the protégé is employed.

Confidentiality

Participants in the Mentoring Program must understand that they are governed by other policies of the agency, including the Confidentiality Policy and the HIPPA Policy. Participants must understand that the information and materials they may work with in the Health Services Mentoring Program pertain to confidential information and they agree not to disclose any of

this information to anyone inside or outside of the organization unless he/she has prior approval from the Management of Health Services to do so.



The S.C. Department of Health and Environmental Control prohibits discrimination or harassment based on race, sex, color, religion, national origin, protected disability and age.

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