DOD Mentoring Resource Portal

MENTORING PROGRAM OBJECTIVE SETTING TEMPLATE

MENTORING PROGRAM PLANNING

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Purpose:

To determine the overall purpose and structure of the program and understand the outcomes the organization wishes to achieve through the program.

Audience:

Mentoring Program Coordinator

How to Use:

- Use the questions on the following pages to help you determine the objectives for your Mentoring Program. Using input from senior business unit and HR leaders, think through the critical components of the mentoring program, including the following:

  - Program strategy
  - Program success measures
  - Program nomination process
  - Program participant criteria
  - Program structure

- Summarize stakeholder input and discussion outcomes on page 7 of this document. Use this summary when presenting the program's objectives to key stakeholders and for reference while shaping your Mentoring Program.

Common Terms

The following are common terms associated with the DOD Mentoring Resource Portal:

Mentor, also known as Advisor, is a trusted counselor or guide who is involved in the development and support of one who is less experienced.

Mentee, also known as Protégé or Learner, is the more junior person being mentored.

Mentoring Program Coordinator, also known as Mentoring Program Manager, is responsible for the overall management of the mentoring program.

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PROGRAM STRATEGY AND SUCCESS MEASURES	PROGRAM PARTICIPANTS	PROGRAM STRUCTURE

Program Strategy and Success Measures

1. Mark the objectives for your Mentoring Program from the column on the left. Based on your selected objectives, mark related success measures on the right, or enter your own.

Objectives		Suggested Success Measures
MENTEE DEVELOPMENT To accelerate development of mentees	☐ ☐ ☐ ☐ ☐	Promotion rate of mentees
		Percentage of mentees who reach the executive level
		Percentage of mentees who are moved into the succession pool
		Other (please specify): _____
		Other (please specify): _____
RETENTION To increase retention of mentees and senior leaders	☐ ☐ ☐	Retention rate of mentees who participate in the program
		Retention rate of senior leaders who participate in the program
		Other (please specify): _____
ENGAGEMENT To increase engagement of mentees	☐ ☐ ☐ ☐	Participants' perception of the increased strength of their networks
		Retention rate of participants within the organization
		Other (please specify): _____
		Other (please specify): _____
BENCH STRENGTH To move more mentees into senior positions	☐ ☐ ☐ ☐	Percentage of mentees who reach the executive level
		Percentage of mentees who are moved into the succession pool
		Other (please specify): _____
		Other (please specify): _____
VISIBILITY To give senior leaders more visibility to junior talent	☐ ☐ ☐	Participants' perception of the increased strength of their networks
		Other (please specify): _____
		Other (please specify): _____
SENIOR LEADER DEVELOPMENT To provide a low-cost development opportunity to senior leaders	☐ ☐ ☐	Participants' perception of the progress made on development/relationship objectives (as defined by the mentor and mentee at the beginning of the relationship)
		Other (please specify): _____
		Other (please specify): _____
Other (please specify): _____	☐ ☐	Other (please specify): _____
		Other (please specify): _____
Other (please specify): _____	☐ ☐	Other (please specify): _____
		Other (please specify): _____

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2. What program metrics will you track to determine the overall success of the mentoring program? *(Please mark all that apply below.)*

	Participants' overall satisfaction with the program
	Participants' perceptions of the overall strength of the match
	Percentage of participants planning to continue the relationship beyond the formal program's end date
	Participants' perceptions of the effectiveness of the level of HR support for program participants
	Participants' perceptions of the effectiveness of the type of HR support for program participants
	Number of emerging leaders expressing interest in being mentored
	Number of senior leaders expressing interest in mentoring
	Mentoring program completion rate
	Other (please specify): _____
	Other (please specify): _____

3. What benefits do you hope participants will derive from the Mentoring Program?
(Please mark all that apply below.)

Mentors	
	Expand professional networks
	Improve leadership skills
	Increase self-awareness
	Enhance self-esteem
	Other (please specify): _____
	Other (please specify): _____
Mentees	
	Accelerate development of specific skill sets
	Prepare for increased responsibilities
	Reduce the stress of transitioning to a new role or assignment
	Explore future career opportunities
	Other (please specify): _____
	Other (please specify): _____

PROGRAM STRATEGY AND SUCCESS MEASURES	**PROGRAM PARTICIPANTS**	PROGRAM STRUCTURE

Program Participants

4. What method will you use to nominate Mentoring Program participants (e.g., self-nominated, manager-nominated, HR-nominated)?

5. What are the requirements for the program participants (e.g., level, tenure, demonstrated performance, geographic location, area of expertise)?

6. What are the most important factors for matching mentees and mentors at your organization? *(Please mark all that apply below.)*

	Mentor is more tenured at the organization than mentee
	Mentor and mentee are located in different business units/functions
	Mentor's experiences align with mentee's career aspirations
	Mentor's strengths complement mentee's development needs
	Mentor and mentee are in the same geographic area
	Mentor and mentee are in different geographic areas
	Goals/objectives of diversity or affinity programs
	Other (please specify): _____
	Other (please specify): _____

PROGRAM STRATEGY AND SUCCESS MEASURES	PROGRAM PARTICIPANTS	**PROGRAM STRUCTURE**

Program Structure

7. What is the total length of the mentoring program? *(Please mark your selection below.)*

	1 year
	1 year, 6 months
	2 years
	Other (please specify): _____

8. What function is responsible for identifying and notifying program participants?
(Please mark all that apply below.)

	HR
	Line managers
	HR and line managers
	Other (please specify): _____
	Other (please specify): _____

9. What function manages the mentoring program? *(Please mark all that apply below.)*

	HR
	L&D
	Specific function within HR
	Other (please specify): _____
	Other (please specify): _____

10. What function funds the Mentoring Program? *(Please mark all that apply below.)*

	HR
	L&D
	Other (please specify): _____
	Other (please specify): _____
	Other (please specify): _____

11. What function is responsible for tracking success measures? *(Please mark all that apply below.)*

	HR
	L&D
	Other (please specify): _____
	Other (please specify): _____
	Other (please specify): _____

Summary of Program Objectives
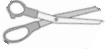
Use the below table to summarize stakeholder input and outcomes of discussions across the following three areas:

Mentoring Program Objective Summary
1. Program Strategy and Success Measures
Summarize the program strategy and success measures (refer to questions 1–3).
2. Program Participants
Summarize the program participant criteria and selection method (refer to questions 4–6).
3. Program Structure
Summarize the program's structure and management (refer to questions 7–11).