



U.S. Department of Justice
Federal Bureau of Prisons

PROGRAM STATEMENT

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Staff Mentoring Program

/s/

Approved: Thomas R. Kane

Acting Director, Federal Bureau of Prisons

1. PURPOSE AND SCOPE

To foster employee development, career enhancement, and equal opportunity through a formal mentoring program that pairs Bureau of Prisons (BOP) employees, at any point in their career, with more experienced staff.

Mentoring is a tool that allows the staff member to make a significant transition in knowledge, skill, or thinking by assigning them to an experienced staff member who can serve as their mentor/coach. In this program, the individuals receiving mentoring are referred to as “mentees.” This program enables the mentee to have one-on-one mentoring for their personal and professional development, thereby creating opportunities to improve their knowledge, skills, and abilities. Program participation is strictly voluntary and does not guarantee promotion eligibility or future promotions.

Although probationary employees are eligible to be mentees, the Staff Mentoring Program is not intended to replace programs established locally for new employees. Chief Executive Officers are encouraged to provide supplemental programs geared toward probationary staff to foster the BOP’s core values and employee development.

a. Summary of Changes

Policy Rescinded

P3906.18 Staff Mentoring Program (3/29/02)

- Removes institution and regional reporting requirements.
- Adds new BOP-Learn Course Codes to be used to track enrollment, completion, familiarization, and early withdrawal from the Staff Mentoring Program.
- Removes the requirement that mentors must be staff supervisors and managers at the GS-9 level and above.
- Removes the requirement that mentees have to be at or below GS-15 level, depending on location.
- Removes the requirement that the Program Coordinator conduct an initial orientation with mentors and mentees.
- Adds the option of distance mentoring.
- Changes Training and Staff Development Section to Learning and Career Development Branch.

b. **Program Objectives.** The expected results of this program are:

- Staff will have enhanced opportunities for personal growth, professional development, and career enhancement.
- Staff morale, job satisfaction, and individual perceptions of empowerment and productivity will increase, and adverse/disciplinary personnel actions will decrease.
- Workforce stability will be increased by providing internal career pathways.
- Communications between all levels within the organization will improve by breaking down barriers through effective communication.

2. RESPONSIBILITIES AND TRAINING

a. The **Assistant Director, Human Resource Management Division (HRMD)** is responsible for overall program administration.

b. The **National Mentoring Program Coordinator** (Chief, Learning and Career Development, HRMD), in conjunction with the Learning and Career Development Branch (LCDB), HRMD, must:

- Ensure training materials (lesson plans, PowerPoint shows, handouts, and resource information) are provided to all Human Resource Managers (HRMs) and Program Coordinators.
- Monitor the program for compliance with policy.

c. **Assistant Directors and Regional Directors** must:

- Provide guidance and support to all employees and ensure the program's overall integrity within their areas of responsibility.

d. **Chief Executive Officers** (CEOs)/respective **Assistant Directors** for Central Office divisions must:

- Appoint a local Staff Mentoring Program Coordinator:
 - Central Office – Not below Branch Chief level.
 - Regional Offices – Not below GS-13 Regional Administrator level.
 - Training Centers – Not below GS-13 Administrator level.
 - Institutions – Not below the top management level (Associate Warden, Camp Administrator, Executive Assistant).
- Publicize the program and encourage staff participation.
- Select mentors.
- Match mentors and mentees.
- Provide guidance and support for the program and ensure its integrity at the local level.

e. **Program Coordinators** must:

- Coordinate and monitor the program.
- Coordinate distance mentoring matching, if applicable.
- Assist the Human Resource Administrator/Manager (HRA/M) in providing local training for mentors.

f. **HRA/M** must:

- Post an open-continuous Training Opportunity Announcement (TOA) for mentees. **Note:** TOAs must be posted October 1 through September 30 of each fiscal year.
- Provide 4 hours of mandatory training for mentors.
- Promote program awareness at staff recalls, staff meetings, department head meetings, branch chief and administrator meetings, and through local publicity.
- Ensure training credit is keyed in BOP-Learn to the mentee and mentor training records using the following course codes:

- EDM-0090-BXX (Mentor Familiarization) for 4 hours.
- EDM-0091-BXX (Mentee Familiarization). **Note:** This must be keyed for the initial orientation given to new or potential Mentees.
- EDM-0015-BXX (Mentor Program, Mentee Enrollment) for 1 hour. **Note:** This must be keyed when a mentee is enrolled in the program.
- EDM-0005-BXX (Mentor Program, Mentee Completion) for 1 hour. **Note:** This must be keyed when a mentee completes his/her year in the program.
- EDM-0092-BXX (Mentee Development) for any additional mentee activities. **Note:** Monthly contacts between mentee and mentor do not have to be keyed.
- EDM-0016-BXX (Mentor Program, Mentee withdrawal) for 1 hour. **Note:** This must be keyed when a mentee withdraws from the program before the 12-month completion.

For mentees participating in distance mentoring, the home institution will be responsible for keying to the mentee's training record.

- Maintain the following program records and supporting documentation, in compliance with the Program Statement **Employee Development Manual** and the General Records Schedule:

- Training Opportunity Announcements (TOA).
- Mentor training materials (lesson plans, class rosters, etc.).

g. **Mentors.** These are experienced BOP employees selected by the Chief Executive Officer.

Before serving as a mentor, staff must receive four hours of local training from a Human Resources Staff member or the local Program Coordinator who has completed four hours of Mentor Program Coordinator Instructor Training (EDM-0100-BXX) or 40 hours of Instructor Skills, Instructor Training (EDM-0060-BXX).

Each mentor may be matched with up to three mentees at the CEO's discretion.

Although supervisors and managers are responsible for mentoring staff as part of their supervisory duties, mentors should work closely with supervisors and managers. Each staff member is ultimately responsible for his/her own career development. Institutional staff and regional/Central Office staff are eligible to become mentees and may apply in accordance with TOA procedures.

The mentee must have contact at least once monthly with his/her mentor during work hours to discuss progress. Mentees are encouraged to arrange additional meetings if necessary.

3. SELECTION OF MENTORS

Each CEO (Assistant Directors, Regional Directors, Wardens, and Training Center Directors) must select staff to serve as mentors in accordance with the criteria in Section 2 of this Program Statement and ensure that each mentor receives local mentor training. Eligible staff may become a mentor through application to a TOA or by CEO assignment.

In selecting mentors, the CEO considers such factors as whether the person:

- Is willing to be a mentor or volunteer.
- Has knowledge of the organization.
- Possesses good coaching skills.
- Is an effective communicator.
- Is a positive role model.
- Demonstrates a commitment to cultural diversity.

4. MENTEE SELECTION PROCEDURES

Mentee opportunities are announced by posting an open-continuous TOA, which includes a list of potential mentors. Any individual interested in participating submits an application or memorandum to the HRA/M stating his/her interest in the program and requesting up to three staff members who he/she would like as mentors. While every effort is made to match mentees with requested mentors, this may not always be possible, in which case three additional potential mentors may be requested.

The number of mentee opportunities, excluding distance mentors, in any location depends upon the number of staff selected and trained to serve as mentors, since each mentor may be assigned no more than three mentees.

Example. If 15 mentors are available, no more than 45 mentee opportunities would exist (15 mentors x 3 mentees = 45 opportunities). Selection procedures depend upon the number of staff requesting participation as mentees, compared to the number of mentee opportunities.

If the number of applicants is less than the number of opportunities, the HRA/M prepares a memorandum for the CEO's approval listing all applicants and noting that all staff requests for participation can be accommodated.

If the number of applicants is greater than the total number of opportunities, the Program Coordinator or HRA/M ensures that selections are made in accordance with merit systems principles, and distance mentoring may be suggested.

5. MATCHING OF MENTEES AND MENTORS

After mentees have been selected, the Program Coordinator, in consultation with the CEO, matches each one with a mentor. A mentee may not be assigned a mentor who is in his/her supervisory chain of command. Mentees may also choose to do distance mentoring by choosing a mentor from a different location within the Bureau. The mentee is responsible for identifying, collaborating with, and ensuring the mentor is available to enroll in distance mentoring. In distance mentoring, the mentee's program coordinator is responsible for collaborating with the mentor's program coordinator for matching (including CEO approval) and ensuring the mentee's HRA/M keys the mentee as outlined in Section 2 of this Program Statement. It is recommended Associate Wardens be assigned as mentors to staff at a supervisory or department head level.

6. INITIAL ORIENTATION

After the matches are made, the Program Coordinator or HRA/M ensures mentees and mentors receive an initial orientation to review program goals and procedures and resource material. The first private meeting between the mentee and mentor must occur no later than 30 days after selection; a Staff Mentoring Program Memorandum of Agreement (BP-A1006) must be signed by both mentee and mentor and returned to the Human Resource Office.

7. MENTEE/MENTOR CONTACT REQUIREMENTS

Effective communication features regular contact between mentor and mentee. Each mentee and mentor will communicate at least monthly at mutually agreed-upon times, locations, and communication methods (i.e., email, phone, videoconference, or in person). Communication methods should meet the needs of both people and have the concurrence of the mentee's supervisor. Contact dates are recorded on BP-A1004, Record of Mentor/Mentee Contact. There is no requirement to key monthly contact into BOP-Learn.

Outside the mandated monthly contact, the mentee/mentor communication method should also meet the needs of both people. Content covered in the communication typically includes resource materials, as well as references, such as books, articles, self-assessments, and experts. Self-assessments help mentees evaluate their own strengths and weaknesses. Then, the mentor can most effectively develop a plan to help the mentee achieve his/her goals.

Such contact must be held **during duty hours**. Overtime is not authorized for contacts/meetings.

8. COMPLETING THE PROGRAM

The formal Mentor/Mentee partnership is for one year. Mentees may immediately sign up for another year as long as there is no waiting list. Mentees must reapply per the procedures described in Section 4 of this Program Statement. There is no guarantee that the mentee will continue with the same mentor.

The Staff Mentoring Program Completion Evaluation will be completed by both the Mentor and Mentee upon completion of the one-year Staff Mentoring Program. These evaluations will be sent electronically by the Learning and Career Development Branch.

9. ASSIGNING A NEW MENTOR

Mentees who have completed 6 months or less when their mentor transfers or leaves the program must be assigned a newly appointed mentor immediately if they wish to continue in the program. In the event of mentee/mentor incompatibility, the mentee may request a new mentor using the selection procedures described in Section 4.

If the mentee has completed more than 6 months of the program, he/she may receive a newly appointed mentor, depending on mentor availability and whether there is a mentee waiting list. In both cases, if a new mentor is assigned, the assignment is for a full year.

10. AGENCY ACA ACCREDITATION PROVISIONS

None.

REFERENCES

Program Statements

P3906.22 Employee Development Manual (4/30/15)

BOP Forms

BP-A1003 Staff Mentoring Program (SMP) Evaluation for Mentees

BP-A1004 Record of Mentor/Mentee Contact

BP-A1005 Staff Mentoring Program (SMP) Evaluation for Mentors

BP-A1006 Bureau of Prisons Staff Mentoring Program Memorandum of Agreement

Records Retention Requirements

Requirements and retention guidance for records and information applicable to this program are available in the Records and Information Disposition Schedule (RIDS) on Sallyport.