

WSU STAFF MENTORING PILOT PROGRAM

SPRING 2020

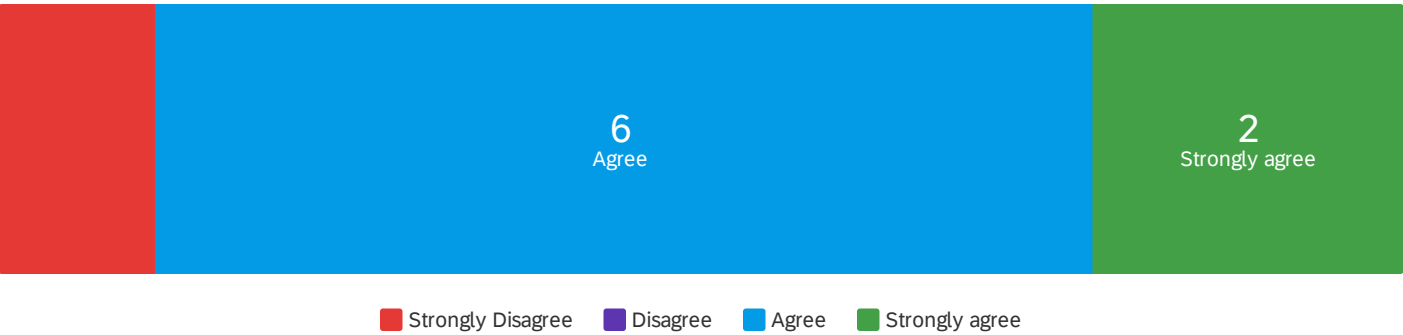
**SUMMARY REPORT AND RECOMMENDATIONS
HUMAN RESOURCE SERVICES**

POST PROGRAM MENTEE EVALUATION RESULTS (COMPLETED BY THE MENTOR)

My mentee was accessible and available.

#	Field	Choice Count
1	Strongly Disagree	11.11% 1
2	Disagree	0.00% 0
3	Agree	66.67% 6
4	Strongly agree	22.22% 2
		9

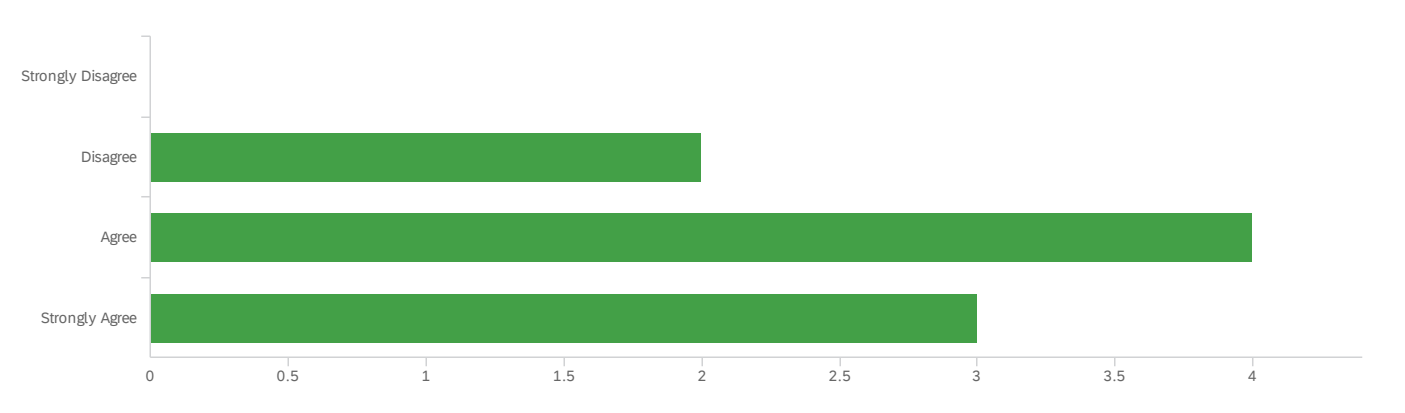
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#	Field	Choice Count
1	Strongly Disagree	11.11% 1
2	Disagree	0.00% 0
3	Agree	66.67% 6
4	Strongly agree	22.22% 2
		9

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My mentee communicated regularly with me.



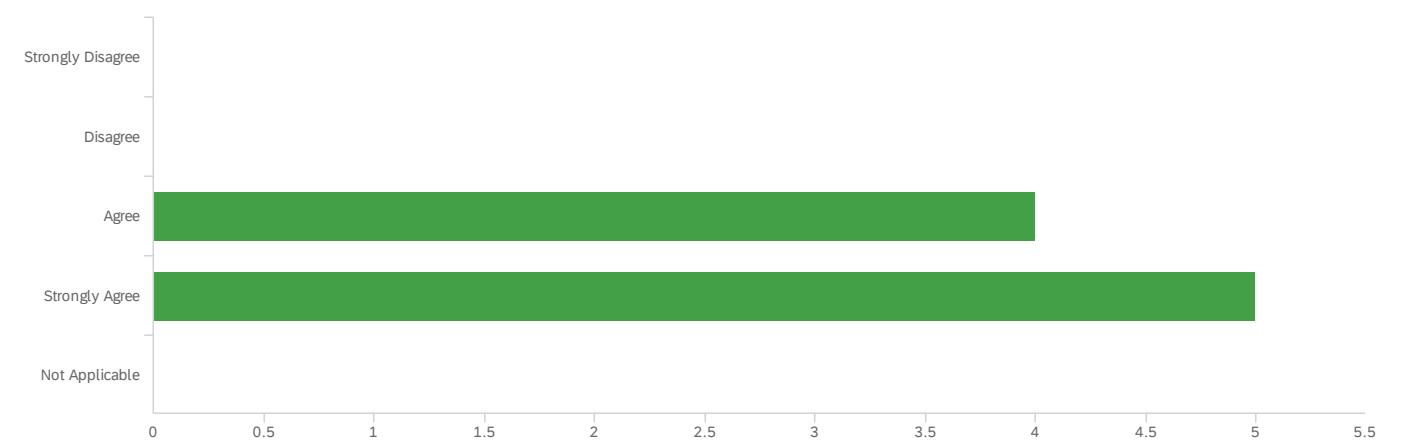
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My mentee communicated regularly with me.	7.00	9.00	8.11	0.74	0.54	9

#	Field	Choice Count
6	Strongly Disagree	0.00% 0
7	Disagree	22.22% 2
8	Agree	44.44% 4
9	Strongly Agree	33.33% 3

9

Showing rows 1 - 5 of 5

My mentee demonstrated a reasonable interest/concern towards me in my quest to offer assistance.

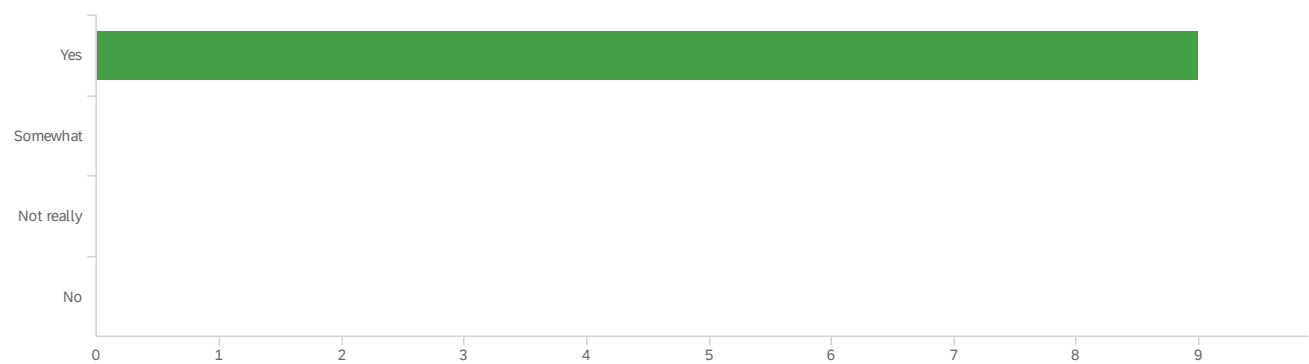


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My mentee demonstrated a reasonable interest/concern towards me in my quest to offer assistance.	3.00	4.00	3.56	0.50	0.25	9

#	Field	Choice Count
1	Strongly Disagree	0.00% 0
2	Disagree	0.00% 0
3	Agree	44.44% 4
4	Strongly Agree	55.56% 5
5	Not Applicable	0.00% 0
		9

Showing rows 1 - 6 of 6

Do you feel the time spent together with your mentee was helpful?



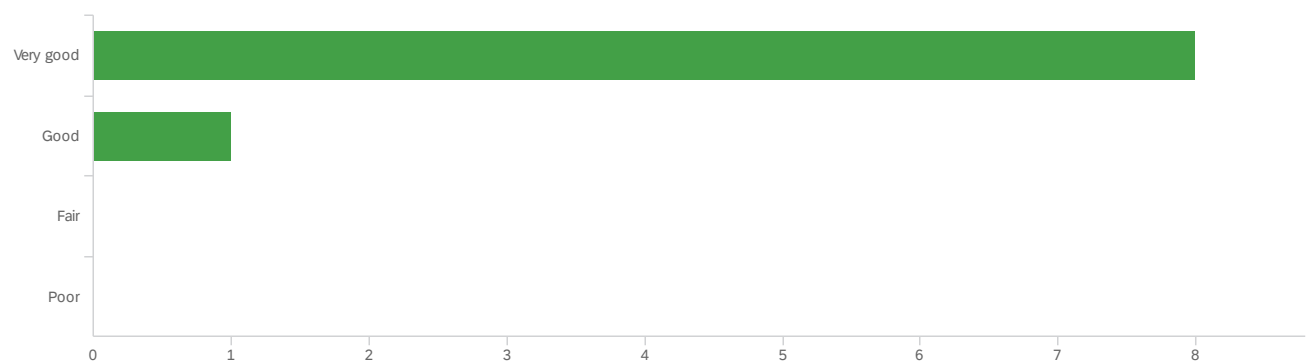
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you feel the time spent together with your mentee was helpful?	1.00	1.00	1.00	0.00	0.00	9

#	Field	Choice Count
1	Yes	100.00% 9
2	Somewhat	0.00% 0
3	Not really	0.00% 0
4	No	0.00% 0

9

Showing rows 1 - 5 of 5

How would you describe your relationship with your mentee?



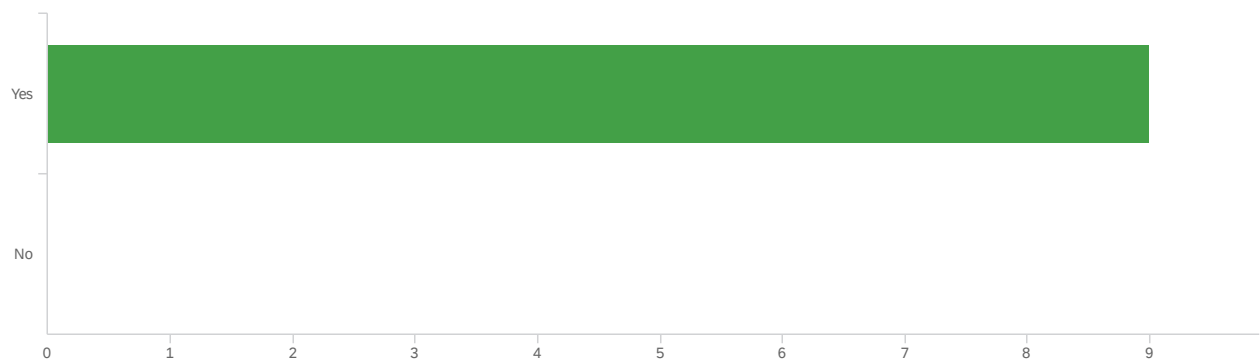
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How would you describe your relationship with your mentee?	1.00	2.00	1.11	0.31	0.10	9

#	Field	Choice Count
1	Very good	88.89% 8
2	Good	11.11% 1
3	Fair	0.00% 0
4	Poor	0.00% 0

9

Showing rows 1 - 5 of 5

Overall, I feel my mentee was a good match for me.



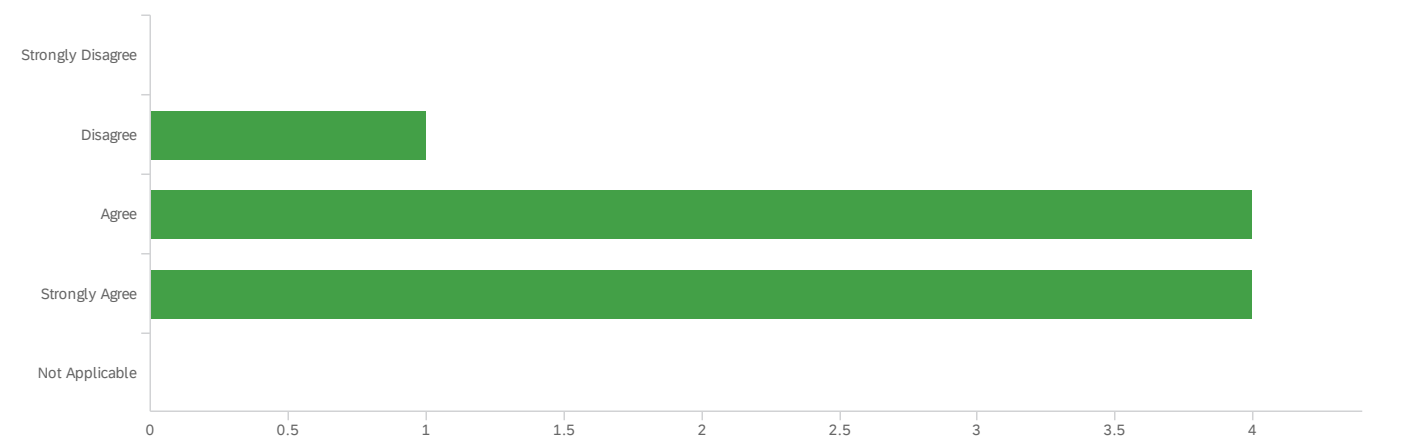
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Overall, I feel my mentee was a good match for me.	1.00	1.00	1.00	0.00	0.00	9

#	Field	Choice Count
1	Yes	100.00% 9
2	No	0.00% 0

9

Showing rows 1 - 3 of 3

I anticipate continued communication with my mentee.

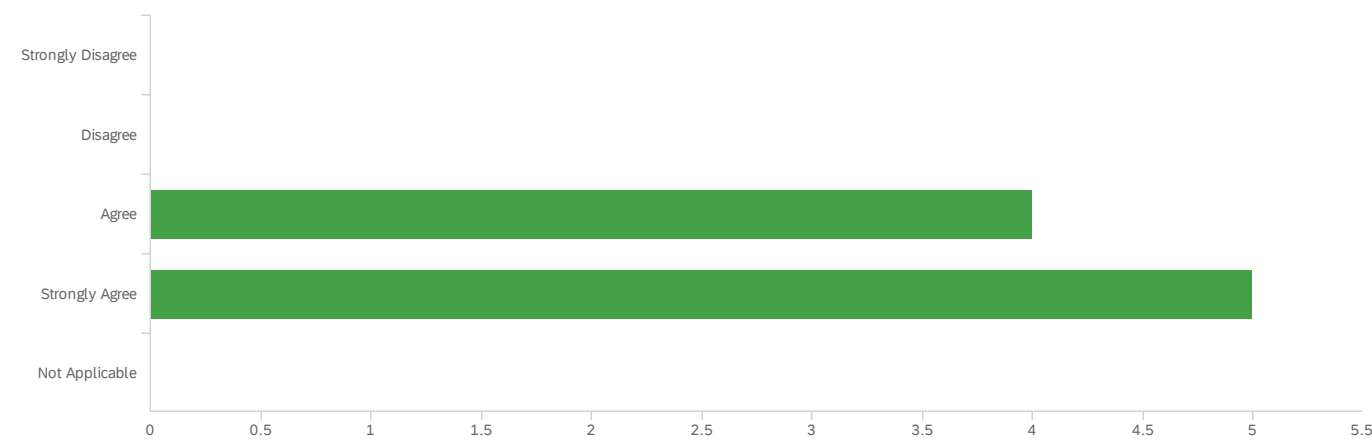


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I anticipate continued communication with my mentee.	2.00	4.00	3.33	0.67	0.44	9

#	Field	Choice Count
1	Strongly Disagree	0.00% 0
2	Disagree	11.11% 1
3	Agree	44.44% 4
4	Strongly Agree	44.44% 4
5	Not Applicable	0.00% 0
		9

Showing rows 1 - 6 of 6

I would volunteer to serve as a mentor again in the future.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I would volunteer to serve as a mentor again in the future.	3.00	4.00	3.56	0.50	0.25	9

#	Field	Choice Count
1	Strongly Disagree	0.00% 0
2	Disagree	0.00% 0
3	Agree	44.44% 4
4	Strongly Agree	55.56% 5
5	Not Applicable	0.00% 0
		9

Showing rows 1 - 6 of 6

Unfortunately, the mentoring program was not able to follow "traditional" in person meetings/interactions due to COVID-19. Please explain how this impacted your mentor/mentee relationship. What recommendations and advice do you have for other mentors/mentees seeking mentorship while practicing social distancing?

Unfortunately, the mentoring program was not able to follow "traditional" i...

The COVID-19 changes affected the mentorship greatly. Soon after our initial meeting, the university implemented work from home. Our initial meeting was quite good (in my opinion) and I would be willing to continue meeting with her. But, with the changes this spring, I believe we had different priorities which took up our time and energy.

There were two things that impacted it, one positive one negative. The Negative: It was a little harder to reach my mentee because everything was so overwhelming. But I just kept trying every week or two. Initially I sent email. Then I texted, then I texted again saying I would give them a call because I was concerned. I was a little hesitant to be too "pushy" as I knew that there was a lot going on for everyone, but at the same time I wanted to let them know I was still available. So, nothing really bad, but the uncertainty of whether I was annoying them or not was a little worrisome. But, turns out, every two weeks was not too often and we eventually reconnected after about 5 or 6 weeks. The positive thing: (name redacted) really likes to focus on processes and work flows and helpful apps/technology. Before when we met, we'd have to have one of us on the computer with the other and then it was hard to describe both are systems together. But with online meetings, it's really easy to just swap sharing screens and then we can instantly see what the other person is talking about. So, that was actually kind of nice. My recommendations: Don't worry too much if you miss a meeting due to COVID related stuff. But just be VERY cognizant of when you are available and make it clear to your mentee when you are available. If you lose contact with them, just keep trying. Taking the advice in the seminar about deciding BEFOREHAND how you prefer to communicate and clearing it with them if it is okay to use their personal phone number if needed- that was very helpful advice. That way I knew to email first, then text, then call. Try to meet at the same time every time you meet. Me and (name redacted) it's every other week at 11:30 on Thursdays. It just makes it easier to predict, especially with COVID stuff. My other advice is to really make a point to ask them how they are doing and just keep in mind that they probably interact with fewer people these days, so really make that meeting an opportunity for them to express themselves. And yourself, too.

I live in the middle of nowhere so ZOOM meetings and calls aren't super reliable, however we moved our communications to TEAMS and it helped keep us from wading through emails. My mentee did take advantage of the covid related family care leave and is on a very limited work schedule, and I'm home full time with 3 kids (1-9) working a flex schedule to accommodate schooling and caring for them. As such, our communications have been few and far between in recent weeks. I do feel we have a friendship that has formed through this and I hope that she will take me up on my offer to provide continued support/guidance in the future.

It may have made the staying power of our relationship not quite as strong. I really wanted to take her to dinner as a end of session send off an reminder to keep in touch, but we have to do it over zoom. Other than that I think we were lucky in that we had met several times before the lock down hit and had a really good in person connection that transferred over seamlessly to Zoom. I also think Zoom helped in some ways as we could more easily share examples of organizational methods on our screens.

Get into a new communication habit as quickly as possible.

We were fortunate to be able to have had several face-to-face meetings before COVID-19 "hit". That set a foundation that was very helpful. Since then, we've been doing regular video calls through Teams. We tried phone calls, which were fine, but seeing a person's face was much better! I guess my recommendation would be to not give up. Just because you can't meet face-to-face doesn't mean the mentoring process can't work.

I never was able to meet my mentee in person which would have been nice. We were able to connect via zoom meeting which worked fine. I don't have any specific recommendations right now with social distancing other than I think mentor/mentee can figure out best way to connect and be safe.

I feel that we met more often, and sent in frequent check ins via e-mail, teams and zoom. I am glad i was a mentor, I hope that i was able to give some perspective in this difficult time.

Unfortunately, the mentoring program was not able to follow "traditional" i...

It did put a "speed bump" in the process of getting to know one another. But we worked through it. We are just now to a place where we are comfortable being fully open with one another.

What was most satisfying about the mentor program?

What was most satisfying about the mentor program?

meeting someone new and being a supporter and help to that person

Just the ability to have an exchange of questions between me and my mentee. It's really nice to have a discussion about work, but looking at it from a different point of view. I learned a lot from (name redacted). I think he has learned from me, too. One of the most satisfying things is we're going to keep meeting, even though it's officially over! We both think it's that valuable. So, thank you!

Getting to connect and interact with someone who under normal circumstance probably wouldn't have happened. Also, getting me out of the daily grid hunkered down in my office working.

Seeing the transformation of my mentee in just a few short months. I would love to see what would transpire in a longer term relationship. She came in feeling stressed and inadequate, to the point you could feel that she felt not confident. By the last session you could tell she was much more confident and felt like she had the tools and knowledge needed to do better in her job. She was able to articulate where her skills currently lie and what she wants to do to improve. She also better understood how to be a better communicator and ask for better communication in return. All while understanding that some things are out of her control, that it is not up to her to bring control to those items, and what resources are available to her to help in these situations.

It is a very good opportunity for both parties involved and the initial get together session provided was very well done.

My mentor and I have about a 25-year age difference. I have learned so much from her, about her generation (not trying to generalize, I just don't have a lot of contacts that are her age). We are also about as different as can be in regards to interests and how we spend our spare time, but we are never short of something to talk about. It's been a refreshing relationship.

It was nice to be a resource for someone within the WSU community and I enjoyed getting to know my mentee.

Being there for a junior professional. I was able to take their struggle, and learn to be a better manager, and I was able to share my perspective as a manager. we talked a lot about leadership and personal goals.

The "requirement" to stop, ponder, and teach another how to be successful. It was a good self-reflection for me.

What was least satisfying about the mentor program?

What was least satisfying about the mentor program?

COVID-19 happened

There is literally nothing I can think of. It wasn't missing anything, in my opinion.

COVID-19 ... I really wish things could have turned out different.

How short it was.

It seemed too short a timeline to start and then the Stay Home mandate really stalled the program.

COVID-19. Having never been an "official" mentor in the past, I felt a little unprepared in regards to what I was supposed to do.

The timeline is sufficient to build a good mentee/mentor relationship as this was kicked off on March and it takes time to build a rapport and develop a connection.

Obviously, the circumstances. But i felt that it was good overall.

Having to work around COVID-19 response restrictions.

What would you suggest to improve the mentor program?

What would you suggest to improve the mentor program?

One cannot control what happened with the pandemic. Otherwise, the program seemed well organized

Maybe give just a little more time to the initial kick-off meeting. It just felt a little rushed.

Having the kick off earlier in the semester so maximize opportunity to connect. Option to continue for a "second" round or into the next semester. I could see where some mentor/mentee pairing might benefit from more time. The challenge is that between different units on campus the "busy" cycles aren't the same so depending on the unit, the time challenge could be an added complication in trying to meet etc.

Lengthen the program. 6 months to a year would give us more time to develop relationships and works through longer term issues they may run into at work. The first 1-2 months mentors & mentees should meet every other week to build their relationship, then they should be allowed to meet as needed (but at least once a month) beyond that point to discuss how they are working towards their goals.

I recommend a longer duration of the program, maybe six months. It takes time to get to know someone to discover how to provide the best value for both parties.

I thought the "kick-off" was great, and purchased the book one of the presenters talked about (The Mentor's Guide, by Lois J. Zachary). As I read through the book (still not done), I'm realizing the things I should have been doing. So, more training, or more information about expectations would have been helpful.

Consider a longer length of time for mentor/mentee that are matched up to get to know one another. Take into consideration the extraordinary environment we all are in right now and that connecting on a regular basis was very difficult which made it challenging really to get a chance to connect.

Perhaps prolong the period a bit.

Make it a full year. It takes a while to establish a relationship that allows for open and honest communications.

Additional thoughts/comments/recommendations?

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I really appreciate the opportunity to be able to engage with other WSU staff. I have learned a lot and it does make me feel a little better about being a part of WSU. I think *(name redacted)* and I both work in off-shoot units, so it's difficult to feel really connected to WSU as a whole, but I think it helped. It's nice to know he's in a similar working situation, facing similar problems. Anyway, thank you very much!!!

I love love love this program. I am so happy to see it up and going and can't wait to watch it continue to grow.

My mentee and I were able to get more out of the relationship by meeting every two weeks. I also really think that the COVID situation helped overcome some of the limitations of a short mentoring period as it put some really interesting topics of discussion at our disposal and gave us interesting unique work issues to work through. Please continue this program. I think it is critical to building a better more open community/ culture here at WSU. I would also love to see the Branch campuses and Extension included in this program. COVID has shown that remote mentoring works. I also think it might be interesting to include faculty in these relationships, and/ or build a separate program that builds relationships between faculty and administrative staff from different colleges. It would be a great way to build bridges between colleges, while also breaking down stereotypes and misconceptions about the different types of employees at WSU.

This program may be one of the best tangible projects WSU has embarked on for employee development that I have heard of since I first came to WSU. Please keep it going.

Thanks for doing this! I think it's a great program.

I hope this is able to be continued and appreciated being involved. I was sorry to not get to attend the kick off meeting and didn't get time to truly connect with my mentee due to the Covid19 disruptions and adjustments that impacted my work life.

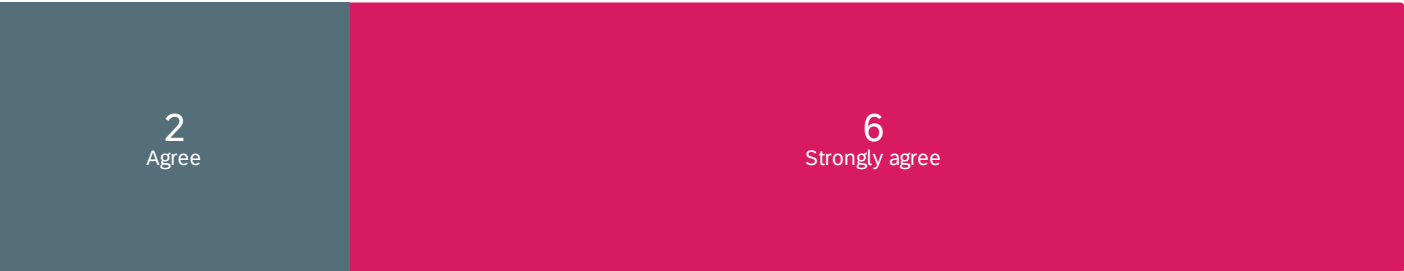
I am so glad to be a part of this program. I think it its fantastic, and very beneficial indeed. My only recommendation is to make the program a bit longer.

I hope the program continues.

End of Mentee Evaluation Report

POST PROGRAM MENTOR EVALUATION RESULTS (COMPLETED BY THE MENTEE)

My mentor was accessible and available.



Strongly Disagree Disagree Agree Strongly agree

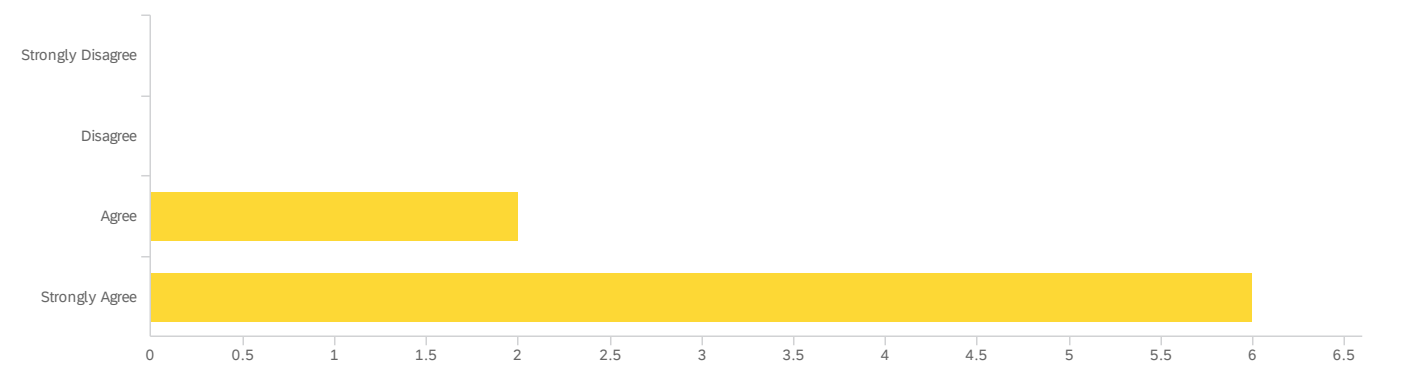
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My mentor was accessible and available.	3.00	4.00	3.75	0.43	0.19	8

#	Field	Choice Count
1	Strongly Disagree	0.00% 0
2	Disagree	0.00% 0
3	Agree	25.00% 2
4	Strongly agree	75.00% 6

8

Showing rows 1 - 5 of 5

My mentor communicated regularly with me.



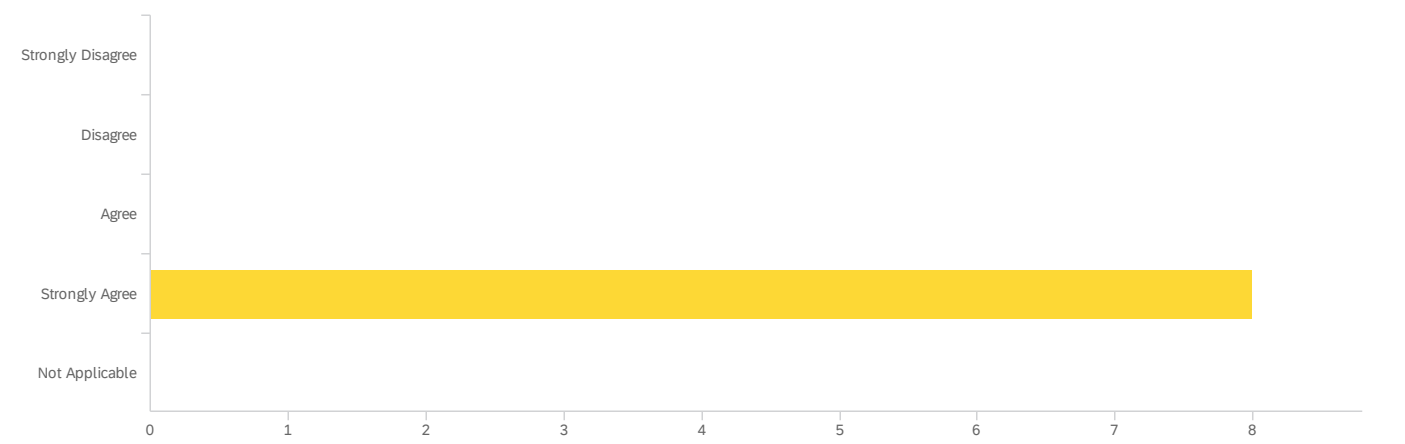
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My mentor communicated regularly with me.	8.00	9.00	8.75	0.43	0.19	8

#	Field	Choice Count
6	Strongly Disagree	0.00% 0
7	Disagree	0.00% 0
8	Agree	25.00% 2
9	Strongly Agree	75.00% 6

8

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My mentor demonstrated a reasonable interest/concern towards me.

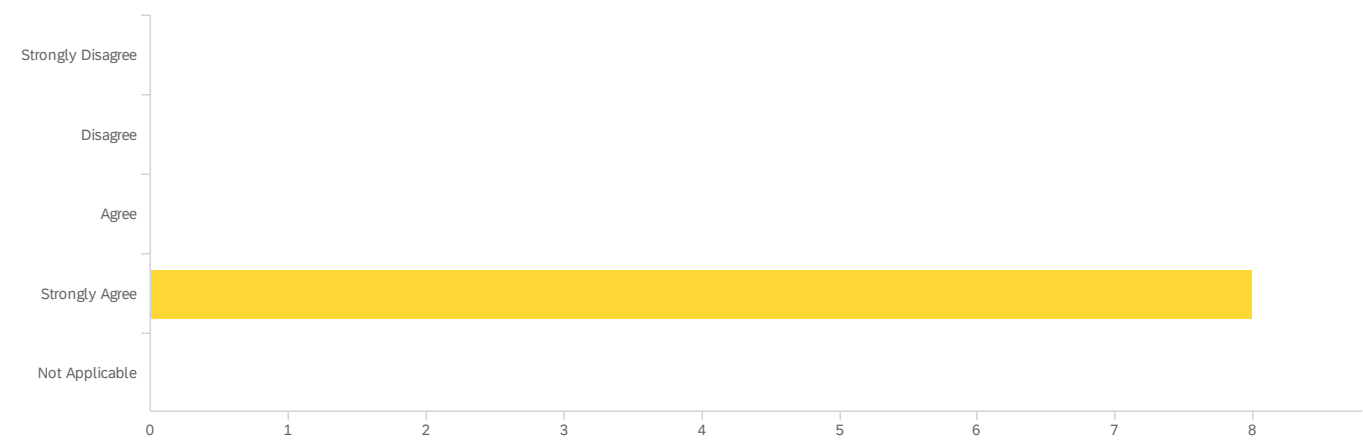


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	My mentor demonstrated a reasonable interest/concern towards me.	4.00	4.00	4.00	0.00	0.00	8

#	Field	Choice Count
1	Strongly Disagree	0.00% 0
2	Disagree	0.00% 0
3	Agree	0.00% 0
4	Strongly Agree	100.00% 8
5	Not Applicable	0.00% 0
		8

Showing rows 1 - 6 of 6

Overall, my mentor was an asset and a benefit to me.

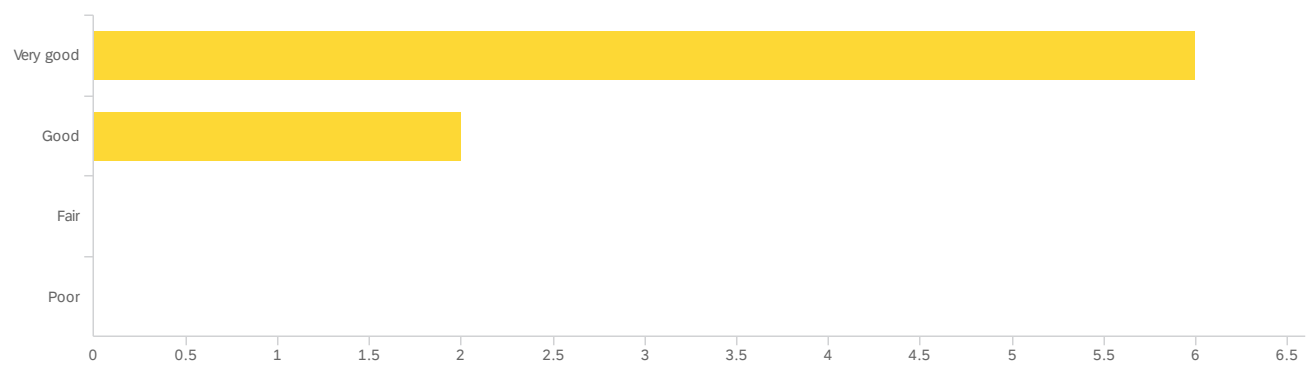


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Overall, my mentor was an asset and a benefit to me.	4.00	4.00	4.00	0.00	0.00	8

#	Field	Choice Count
1	Strongly Disagree	0.00% 0
2	Disagree	0.00% 0
3	Agree	0.00% 0
4	Strongly Agree	100.00% 8
5	Not Applicable	0.00% 0
		8

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How would you describe your relationship with your mentor?



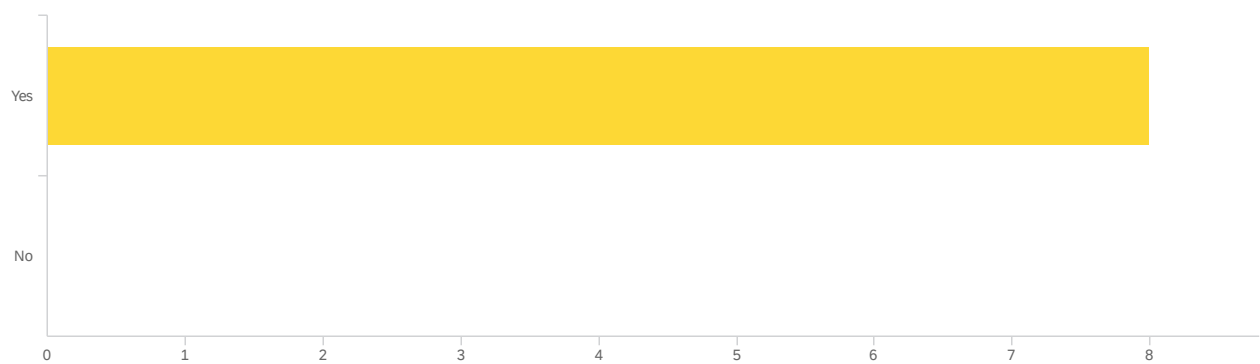
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How would you describe your relationship with your mentor?	2.00	3.00	2.25	0.43	0.19	8

#	Field	Choice Count
2	Very good	75.00% 6
3	Good	25.00% 2
4	Fair	0.00% 0
5	Poor	0.00% 0

8

Showing rows 1 - 5 of 5

Overall, I feel my mentor was a good match for me.



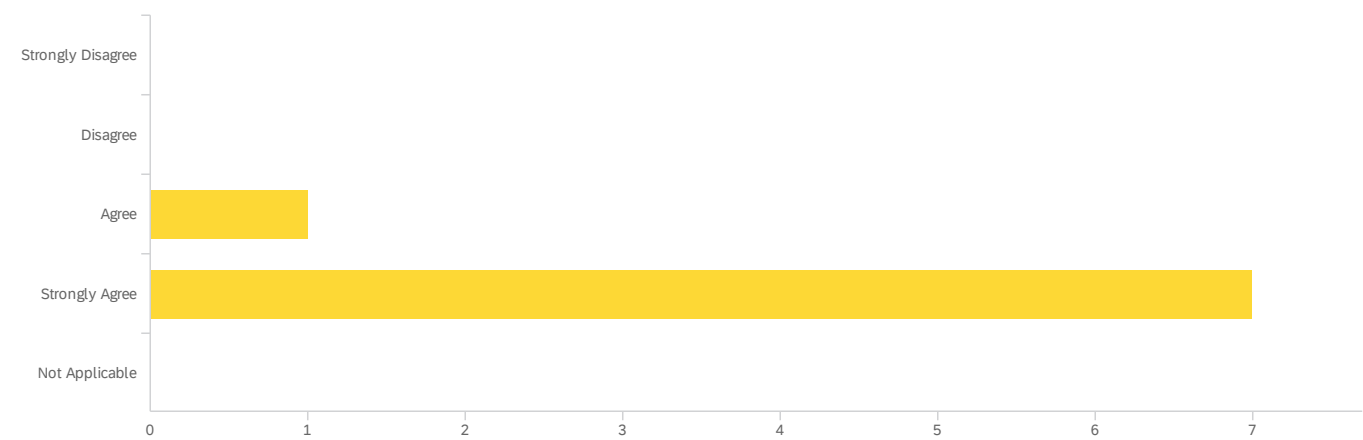
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Overall, I feel my mentor was a good match for me.	1.00	1.00	1.00	0.00	0.00	8

#	Field	Choice Count
1	Yes	100.00% 8
2	No	0.00% 0

8

Showing rows 1 - 3 of 3

I anticipate continued communication with my mentor.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I anticipate continued communication with my mentor.	3.00	4.00	3.88	0.33	0.11	8

#	Field	Choice Count
1	Strongly Disagree	0.00% 0
2	Disagree	0.00% 0
3	Agree	12.50% 1
4	Strongly Agree	87.50% 7
5	Not Applicable	0.00% 0
		8

Showing rows 1 - 6 of 6

Unfortunately, the mentoring program was not able to follow "traditional" in person meetings/interactions due to COVID-19. Please explain how this impacted your mentor/mentee relationship. What recommendations and advice do you have for other mentors/mentees seeking mentorship while practicing social distancing?

Unfortunately, the mentoring program was not able to follow "traditional" i...

Although we were only able to meet in person once, she kept in contact with me via Teams.

(name redacted) has been really great about reaching out and offering advice for how to cope.

With the transition to work from home, both my mentor and myself experienced a higher workload than normal, which did make it harder to schedule time to connect. I think meeting in person would have been nice, since I've only ever communicated with her over email and zoom because of COVID. If this format and timeframe will be utilized in the future, I might recommend allowing the pairs to meet in person at a public location or office. It wasn't the same to only visit over Zoom.

The remote sessions did not necessarily impact my mentor/mentee relationship in a particularly noticeable way. I think that while COVID-19 did create a lot more stress in my work, my mentorship opportunity was even more important and I was incredibly grateful to have this additional built in support during a challenging time. It was comforting to know that I wasn't alone in my struggle in an environment where I felt safe to share my situation without stressing out my direct team members.

The disruption was more my personal workflow and activities than it was continuing to meet in a socially distant manner. When we were able to keep the same schedule and format of our meetings is when things were most helpful.

This impacted our relationship as my mentor was crazy busy and therefore the program was not a priority. Totally understandable and expected. Although disappointed, I'm hoping we are still able meet in the future.

Flexibility and clear communication! When we moved to remote, we set up weekly video meetings (Zoom or Teams, but we used Teams), and stayed flexible (last week was Tuesday, this week is Thursday, for example). We also texted or messaged about our schedules or topics to discuss, and we shared articles or other resources between meetings. We approach each meeting as off-the-cuff check-ins, but they generally develop into a deeper discussion based on something we bring up. We set aside an hour for each meeting and end when it feels right (usually at or just after an hour)

What was most satisfying about the mentor program?

What was most satisfying about the mentor program?

Having someone who understood my issues. She also gave some specific advice regarding teleworking that was very helpful.

Meeting (name redacted) was exactly what I was hoping to get out of the program -- to make a real connection with someone who has more experience within WSU, who can act as a guide, a mentor, and a friend.

The common backgrounds and learning about (name redacted) experiences at WSU. The challenges that staff seem to face appear to be similar and not that different even though we are at different parts of our careers here at WSU. I enjoyed (name redacted) perspective on working at WSU and insights on the local community. She had great recommendations on what she values from her employees and how to best prepare for transitions and major life events while working within a team.

Having a support system that is removed from my direct department was really helpful. I felt like I could have very honest objective advice without there being some sense of awkwardness or stepping on toes or something. Thank you for creating this space!

Hearing other's methods and practices that I can apply to my situation. Getting validation and feedback on things that I already do.

Having someone with experience and insight to talk to about my career. I have good people in my department but they are all very busy and very concerned about being "fair" to everyone. Having an impartial third party was really helpful.

This program was very well organized, professional and helpful.

It connected me with a colleague with whom I believe I can be friends, grow, and learn. She has similar personality traits to me, and so serves a good role model, but we also have enough differences that we give each other different perspectives on some topics.

What was least satisfying about the mentor program?

What was least satisfying about the mentor program?

I do feel like I did not contact her as much as I should.

I have no complaints. This was an excellent idea and it's going to help a lot of people.

The short timeline and the missed opportunity to actually meet my mentor in person.

There was nothing unsatisfying about his program. It was a huge relief to have this additional support. The support arrived at just the right time when I was feeling very very overwhelmed and this extra layer of support helped to provide a buffer of support that I didn't think would be available to me.

Not meeting in person. A desire for HRS training resources to compliment the topics discussed with my mentor.

The decline of meeting time because of social distancing and crazy schedules because of COVID

Having it be so independent between mentor and mentee. I'm lucky that we clicked so well and both felt motivated to continue remotely.

What would you suggest to improve the mentor program?

What would you suggest to improve the mentor program?

The program was great

The only struggle I had was with my immediate supervisors -- even though the mentor program was pretty flexible and my mentor in particular made things very easy, my supervisors were still very leery at the idea of me leaving the office for training and to meet with my mentor. This is not a fault of the mentor program, but I might suggest that they make themselves more apparent to managers who may be less inclined to support employee career development without a push.

Lengthen the timeline. Especially with COVID, we were only able to meet twice and it made it really hard to deepen the conversations I think the program would want or encourage.

I actually heard about this program through an old coworker who suggested I join this mentorship program. Had it not been suggested to me, I think I might not have realized this was an option, so I think spreading the word about this program more widely would be largely beneficial for this program.

Greater workflow productivity and project management training available as part of professional development training.

Keep it up--keep trying! This is a good program!!!

More frequent communication to remind us that we're in this program if a pair is losing touch. I'd personally love a weekly or biweekly blurb that includes a highlighted mentor/mentee pair and something they've discussed or accomplished together. That would serve as inspiration and motivation and keep the program near the front of our minds.

Additional thoughts/comments/reccomendations?

Additional thoughts/comments/reccomendations?

Thank you.

I'm so appreciative of this program introducing me to *(name redacted)*, while we had mutual contacts, I likely wouldn't have met her otherwise. Thank you to your team for coordinating!

Thank you for making this opportunity available to us. This program was a huge relief when I needed it most and has helped me to be more confident in my ability to do my work

I am very glad I was able to participate in this mentor program. I am also quite glad to have been paired with *(name redacted)*. We both expected a wider experience/age gap between us, but her time managing the large student and professional staff with the broadcast department fit very well with the management and workflow goals I hoped to address with the program.

Both my mentor and I have been so busy dealing with the fallout from Covid 19 that we have not been able to really continue with the process, this really effects my ability to provide feedback. We have recently resumed communication and I think we will work together going forward outside of the structure of this program. I think this is a really valuable program and I hope it continues in the future.

I enjoyed this program and want it to happen again. My teammates wanted to hear more about it, and I have coworkers who are interested in joining the next round. Question - can participants do this again in the future? *(name redacted)* and I plan to continue meeting indefinitely but it would be cool to hear from another mentor figure in the future as well. Thank you for organizing this, and I will be watching for news about the next cohort in my inbox!

End of Report

Summary Report and Recommendations from Human Resource Services

Spring 2020 Staff Mentoring and Professional Development Pilot Program

22 WSU staff members (11 mentors and 11 mentees) participated in the Spring 2020 Staff Mentoring and Professional Development Program on the Pullman campus from March 2020 through May 2020.

Mentors and mentees were given the opportunity to provide anonymous feedback throughout the program and a post program survey was emailed to all participants on May 6th requesting completion back by May 19th, 2020. 17 out of 22 (77%) individuals responded to the post program survey. 9 mentors submitted feedback via the post program survey, 1 individual reached out to the Pilot Program Lead and provided confidential background information as to why this individual was not able to complete the survey and 1 other individual did not respond. 8 mentees submitted feedback via the post program survey. 100% of the 17 total survey respondents said they would be interested in participating in the program again.

After reviewing the ongoing feedback received between March and May, the post program survey results, and considering the continued impacts due to COVID-19, Human Resource Services recommends the following:

- An additional 1-year pilot program available to staff across the Washington State University system
 - Due to COVID-19, conduct program via zoom and other technologies, limit participation to those mentors and mentees able and interested in participating via zoom etc.
 - Lengthen the mentorship period beyond the academic semester. Following either the academic year or calendar year.
 - Schedule regular update/check-in zoom meetings with the cohort and regularly feature tips/advice from pairs to the rest of the group.