



# ***MENTOS***

**A Breadth of Fresh Air**



## Members

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A Mentor is.....

...an encourager of thought, developer of talent, a coach, interpreter of organizational rules and policies, advisor, teacher, role model, advocate, and leader



We are all protégés.

We are all mentors.

Let's do it well!

# Overview



- ◆ Current Status
- ◆ Qualities of Successful Programs
- ◆ Institutional Benefits
- ◆ Diversity
- ◆ Proposal for Improvements

# Current Mentoring Programs – UCAR/NCAR

Advanced Study Program (ASP)

Significant Opportunities in Atmospheric  
Research and Science (SOARS)

Early Career Scientist Assembly (ECSA)

Skill/Learning Exchange (S/L E)

Visiting Scientist Program (VSP)



- Fosters peer mentoring
- Provides a social network
- 20% expressed an interest in mentoring

- Clear expectations and milestones with built in evaluation procedures
- Well organized and broadly recognized as a successful program

# ECSA

- Survey responses include:
  - “I need to be mentored”
  - “Mentoring @ UCAR is a joke”
- Human potential is not fully developed – impacts retention

# Current Status

- UCAR benefits from excellent role models
- Not everybody possesses the skills to be a good mentor, or wants to be mentored
- Gender and cultural issues are very relevant
- Some employees have difficulties in fulfilling their goals: frustration, directionless, dead-end
- A framework is needed
- Participation must be voluntary, not compulsory
- Distinction between supervisor and mentor

# Qualities

- Valued at all levels in the institution
- Sustainable
- Project leader / Management champion
- Interest driven participation
- Natural pairing of mentors & protégés
- Mentors & protégés both benefit
- Mentor training

# Institutional Benefits

A photograph of a modern university campus. The scene features several large, angular, light-colored buildings with prominent rectangular openings and recessed sections. The buildings are set against a backdrop of a clear blue sky with a few scattered white clouds. In the foreground, there is a lush green lawn. Several large, dark green trees are scattered throughout the campus, some partially obscuring the buildings. The overall atmosphere is bright and open.

**Retention**

**Knowledge Transfer**

**Productivity**

**Cross-Organizational  
Interaction**



# Institutional Benefits

# Mentoring.....

- Maintains organizational excellence through individual development
- Institutional memory is propagated through mentoring
- Encourages institutional collaboration



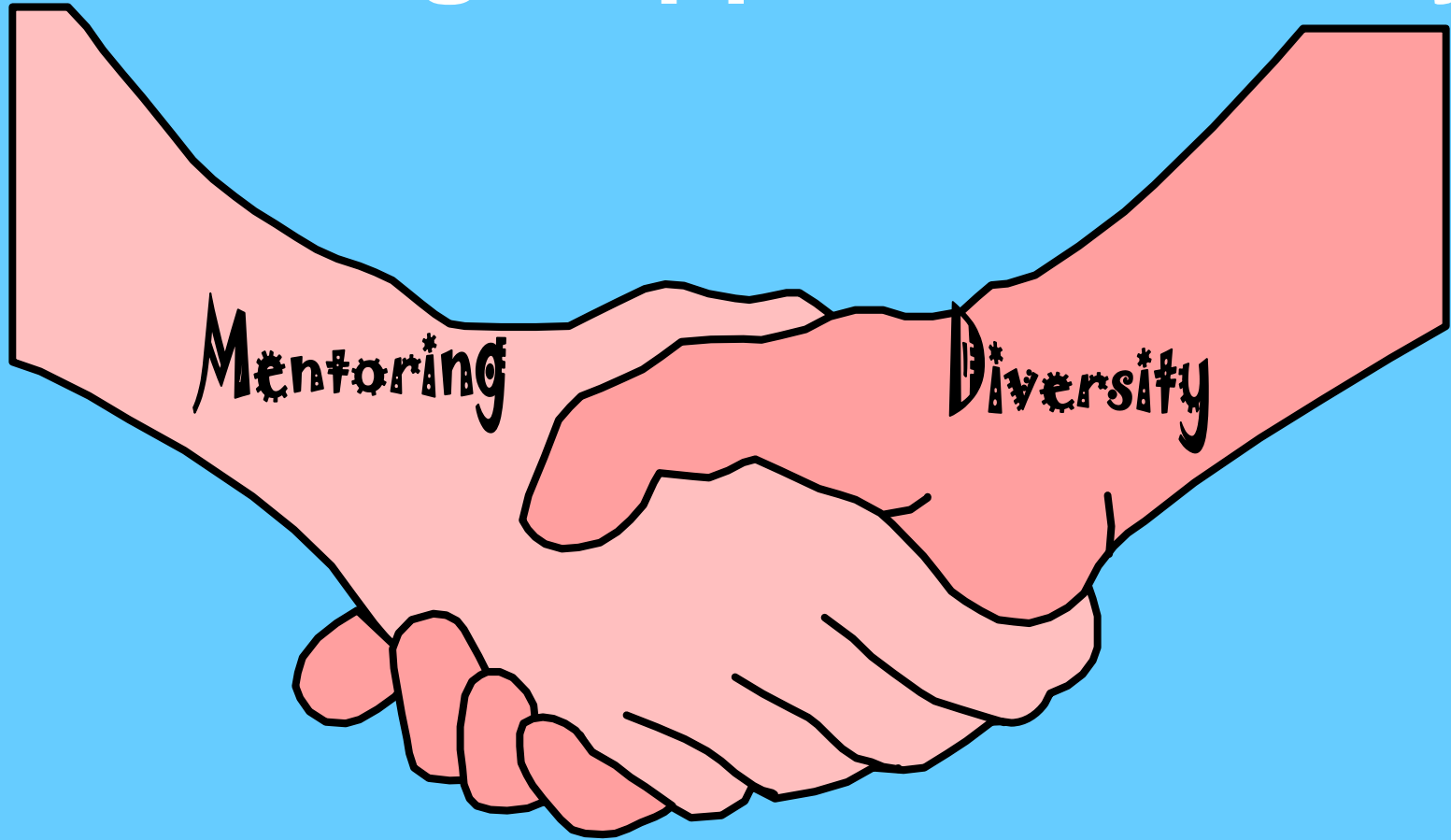


23% of UCAR employees are eligible for retirement within the next 5 years

UCAR's annual turnover is 11%

Source: Cheryl Cristanelli - HR

# Mentoring Supports Diversity



# Employee Diversity Training Doesn't Work

by Lisa Takeuchi Cullen  
Time April 26, 2007

Dobbin, Kalev, and Kelly study -

- Diversity training resulted in no real change in the number of women & minority managers, but mentorships did
- Assigning diversity point person or task force has best record of success

# Structured Mentoring

- Under-represented groups less likely to find & benefit from mentors when formal structure does not exist
  - Wells and Adams 1990
- Formal structure ensures equal access to mentoring
  - Riggs 2004
  - Kelly & Schweitzer 1999



# Option 1: Improvements to Current Systems by Establishing a Standing Committee

Internal  
Analysis

- Little disruption of current systems
- Cost effective
- Several in house experts

S  
Strengths

- Not uniform throughout organization
- Not viewed as an institutional priority
- Doesn't address diversity needs
- Doesn't address PC directive to LA

W  
Weaknesses

External  
Analysis

- Potential for momentum
- Staff buy in

O  
Opportunities

- Is this really sustainable?
- Past efforts have stalled (CPU, Admin) or have been under utilized (Skills/Learning Exchange)
- Being perceived as part of HR
- Time commitments of committee staff

T  
Threats

# Option 2: Exploration of a Partnership with Diversity and the Creation of a Diversity / Mentoring Office

Internal  
Analysis

- Sustainable
- Available to all staff
- Opportunities for training / education
- Reduce turnover of all staff
- Viewed as an institutional priority

Strengths

- Viewed as a “feel good” office
- No real model outside of UCAR in which to design ours (but shouldn't UCAR be at the forefront!)

Weaknesses

External  
Analysis

- Reach beyond UCAR
- Model for other organizations
- Foster “seeds” to spread the word throughout the research community

Opportunities

- Competing financial resources
- ROM = \$200K

Threats

# Summary

- UCAR would benefit from a sustainable mentoring program
- Mentoring helps retain a diverse workforce
- We propose a formal, voluntary program available to ALL



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**Questions?**