

PS 3906.18 STAFF MENTORING PROGRAM



Program Statement

OPI: HRM
NUMBER: 3906.18
DATE: 3/29/2002
SUBJECT: Staff Mentoring Program

1. **PURPOSE AND SCOPE.** To foster employee development, career enhancement, and equal opportunity through a formal mentoring program that pairs employees who are newer to the Bureau with more experienced staff.

It is important to provide employees opportunities to enhance their personal growth and professional development. In this program, staff receiving mentoring are referred to as "protégés." Participation in this program as a protégé should create opportunities to improve one's knowledge, skills, and abilities; however, program participation does not establish any promotion eligibility or guarantee any future promotions. Participation in this program is voluntary.

Although probationary employees are eligible to be protégés, the Mentor 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 Bureau's core values and employee development.

2. **SUMMARY OF CHANGES**

a. Lowers the grade requirements for staff to participate as protégés, thereby, including probationary employees.

b. Adds the Mentoring Program Survey for Mentors.

c. Adds a requirement that each region sends completed Quarterly Reports directly to the Human Resources Program Development and Evaluation Section (HRPDE), Central Office.

d. Requires that each protégé and mentor send Surveys directly to the Human Resources Program Development and Evaluation Section, Central Office.

e. Eliminates the requirement for Protégé/Mentor Biographical Information.

f. Eliminates the Protégé Development Plan.

g. Removes the requirement for Mentoring Training (16 hours) for EDMs and Program Coordinators, and adds a four-hour block of Mentoring Training during EDM Training at the Management and Specialty Training Center (MSTC).

h. Removes the double keying requirement for 11164 Other.

i. Modifies the Record of Meetings form to remove documentation of progress.

j. Removes the statement that CEOs may assign mentors who are GS-12 and above.

3. **PROGRAM OBJECTIVES.** The expected results of this program are:

a. Employees will have enhanced opportunities for personal growth, professional development, and career enhancement.

b. Staff morale, job satisfaction, and individual perceptions of empowerment and productivity will be increased, and adverse and disciplinary personnel actions will be decreased.

4. **DIRECTIVES AFFECTED**

a. **Directive Rescinded**

PS 3906.15 Staff Mentoring Program (6/16/97)

b. **Directive Referenced**

PS 3906.16 Employee Development Manual (3/21/97)

5. **STANDARDS REFERENCED.** None

6. **RESPONSIBILITIES AND TRAINING**

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

b. The **National Mentoring Program Coordinator** must:

- Ensure training is provided to all new Employee Development Managers (EDMs) during EDM Training,
- Monitor the program for compliance with policy, and
- Assist Human Resources Program Development and Evaluation Section (HRPDE) to monitor submission of Quarterly Reports and Surveys, and in preparing an annual report for the Director.

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

- Provide guidance and support and ensure the program's overall integrity within their areas of responsibility, and
- Report previous quarterly results to the HRPDE Section (Attachment C).

Quarterly reports are to be sent to HRPDE, 400 1st Street, NW, 7th floor, Washington, DC, 20534, on:

- February 1 - 1st quarter results, (October - December),
- May 1 - 2nd quarter results, (January - March),
- August 1 - 3rd quarter results, (April - June), and
- November 1 - 4th quarter results, (July - September).

Each quarterly report is to be a stand-alone summary of that quarter. It may not be a cumulative report. Assistant Directors and Regional Directors are to establish institutional and divisional reporting guidelines.

- Regional Directors are to ensure that the program is available to all Community Corrections staff within their regions.

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

- Appoint a local Staff Mentoring Program Coordinator:
 - **Central Office** - Not below the Branch Chief level,
 - **Regional Offices** - Not below the GS-13 Regional Administrator level,

- **Training Centers** - Not below the GS-13 Administrator level, and
 - **Institutions** - Not below the top management level (i.e., Associate Warden, Camp Administrator, Executive Assistant).
 - Publicize the program and encourage staff participation,
 - Select mentors and/or have mentors volunteer,
 - Match mentors and protégés,
 - Provide guidance and support for the program and ensure its integrity at the local level, and
 - Report quarterly results to the Regional Director/HRPDE (Attachment C) in accordance with Section 6.c.
- e. **Program Coordinators** are to coordinate and monitor the Staff Mentoring Program, and assist EDMs in providing local training for Mentors (four hours).
- f. **Employee Development Administrators/Managers (EDA/M)** must:
- Maintain the following program records and supportive documentation, in accordance with the Employee Development Manual, Chapter 4, unless otherwise specified:
 - Mentoring Open-Continuous Training Announcement(s),
 - Memorandum of Agreement (Attachment A),
 - Record of Monthly Meetings (Attachment B),
 - Quarterly Mentoring Reports (Attachment C), and
 - Mentor Training Materials (i.e. lesson plans, class rosters, etc).
 - Retain copies of the Memorandum of Agreement and the Record of Monthly Meetings for one year after conclusion of the Mentor/Protégé relationship.
 - With assistance from the Program Coordinator, provide local training for Mentors (four hours).
 - Report any new program initiatives or highlights to the local Strategic Planning Coordinator to include in the local Strategic Planning Report.

- Report quarterly results to the Program Coordinator and CEO (Attachment C).
- Promote program awareness at staff recalls, staff meetings, department head meetings, and through local publicity.

At the regional level, the EDA is to report quarterly results to the Regional Director for all regional locations (Attachment C). At Central Office, the EDM will report quarterly results to the Program Coordinator and Assistant Director.

Each new EDM will receive four hours of Mentoring Training during EDM Training at the MSTC. This is not a separate keying entry from EDM Training.

g. **Mentors**

- Staff to be considered as mentors at all Bureau institutions are limited to supervisors or managers at the GS-9 level and above at the CEO's discretion.

Before serving as a mentor, staff are to receive at least four hours of local training from an EDM/EDA who has completed EDM Training.

Each mentor is to be matched with no more than five protégés. Mentors may be assigned less than five protégés at the CEO's discretion.

Mentors are expected to perform the responsibilities outlined in the Memorandum of Agreement (Attachment A).

h. **Protégés.** All staff below the GS-14 grade level are eligible to become protégés and may apply in accordance with training opportunity announcement procedures.

Although all supervisors and managers are responsible for mentoring staff as part of their supervisory duties, mentors should work closely with supervisors and managers. Each employee is ultimately responsible for his or her own career development.

Once a protégé is matched with a mentor, he or she must complete a Memorandum of Agreement (Attachment A). Each protégé is expected to perform the responsibilities outlined in the Memorandum of Agreement.

The protégé must meet at least monthly with the mentor during official time to discuss progress. Protégés are encouraged to arrange additional meetings if necessary.

When a protégé completes or withdraws from the program, he or she is to complete a Mentoring Program Survey for Protégés (Attachment D), and the respective Mentor is to complete the Mentoring Program Survey for Mentors (Attachment E). Upon completion, each survey is to be sent to the HRPDE.

7. **SELECTION OF MENTORS.** Each CEO must select staff to serve as mentors in accordance with the criteria in Section 6 and ensure that each mentor receives the required local mentor training. Eligible staff may become mentors by request, by assignment by the CEO, or by application to a training opportunity announcement.

In selecting mentors, the CEO is to consider such factors as whether the person:

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

8. **PROTÉGÉ SELECTION PROCEDURES**

a. Protégé opportunities are to be announced by posting an open-continuous training announcement. Any individual interested in participating is to submit to the EDA/M a memorandum stating his or her interest in the program and request up to three staff members whom he or she would like as mentors.

- While efforts will be made to accommodate these requests in matching protégés with mentors, this may not always be possible.

b. The number of protégé opportunities in any location depends upon the number of staff selected to serve as mentors, since each mentor may be assigned no more than five protégés.

Example: If 15 mentors are available, no more than 75 protégé opportunities would exist (15 mentors x 5 protégés = 75 opportunities).

c. Selection procedures are dependent upon the number of staff requesting participation as protégés, compared to the number of protégé opportunities.

- If the number of applicants is **less than** the number of opportunities, the EDA/M is to prepare a memorandum for the CEO's approval listing all applicants and noting that all staff requests for program participation can be accommodated.
- If the number of applicants is **greater than** the total number of opportunities, the Program Coordinator or EDA/M, is ensure that selections are made in accordance with merit promotion procedures.

9. **MATCHING OF PROTÉGÉS AND MENTORS.** After protégés have been selected, the Program Coordinator, in consultation with the CEO, is to match each protégé with a mentor. Ordinarily, a protégé may not be assigned a mentor who is his or her supervisor or department head.

To the extent possible, non-supervisory staff should be matched with mentors who are supervisors or department heads. Associate Wardens should mentor staff who are department heads or supervisors.

For Central Office, respective Program Coordinators and CEOs will match protégés and mentors, particularly for crossed division requests.

10. **INITIAL ORIENTATION.** Directly after the matches have been made, the Program Coordinator is to ensure protégés and mentors have received an orientation to review program goals and procedures. The first private meeting between the protégé and mentor must occur no later than 30 days after the orientation.

During this meeting, the Memorandum of Agreement (Attachment A) is to be reviewed, signed, and submitted to the Employee Development Office.

11. **PROTÉGÉ/MENTOR MEETINGS.** Each protégé and mentor is to meet at least monthly at mutually agreed times and with the concurrence of the protégé's supervisor. Meeting dates are to be recorded on the Record of Meetings form (Attachment B).

The mentor will maintain the Record of Meetings until completion of the Mentor/Protégé relationship, then forward to the EDA/M for filing.

- **Such formal meetings are to be on official time.** No overtime may be authorized for any contacts outside normal working hours.

12. **COMPLETING THE PROGRAM.** The formal Mentor/Protégé relationship is for a duration of one year. At the end of the first year, the protégé is encouraged to complete a Mentoring Program Survey for Protégés (Attachment D) and mentors are encouraged to complete a Mentoring Program Survey for Mentors (Attachment E) for each protégé they have been assigned. All surveys are to be sent to the HRPDE Section.

The protégés may immediately sign up for another year as long as there is no protégé waiting list. Protégés must re-apply in accordance with the procedures described in Section 8.a. There is no guarantee that the protégé may continue with the same mentor.

13. **ASSIGNING A NEW MENTOR.** Protégés who have completed six months or less when their mentor transfers or leaves the program must be assigned a new mentor immediately if they wish to continue in the program.

If the protégé has completed more than six months of the program he or she may receive a new mentor depending on mentor availability and whether there is a protégé waiting list. In both of these cases (in which the mentor transfers), the new mentor is to be assigned for one full year.

14. **WITHDRAWAL FROM THE PROGRAM.** If a protégé withdraws from the program before completion, he or she is to complete a Mentoring Program Survey for Protégés (Attachment D) and the respective mentor is to complete a Mentoring Program Survey for Mentors (Attachment E). Surveys are to be sent to HRPDE.

15. **TRACKING AND EVALUATION.** The HRPDE Section is to evaluate the mentoring program's effectiveness in enhancing employee and Bureau functioning. The evaluation is to be based on data collected through:

- the Mentoring Program Survey for Protégés and the Mentoring Program Survey for Mentors in the Staff Mentoring Program,
- the Social Climate Survey conducted by the Office of Research and Evaluation, and
- through focus groups and/or additional surveys as needed.

Measures are to include, but are not limited to:

- Staff morale,
- Job satisfaction,
- Participants' perceptions of the program's effectiveness,
- Staff turnover,
- Career mobility, and
- Adverse/disciplinary actions.

The HRPDE Section is to review all relevant data and final evaluations submitted during the mentoring year and prepare an annual report to the Director through the National Mentoring Program Coordinator.

/s/

Kathleen Hawk Sawyer
Director

**BUREAU OF PRISONS STAFF MENTORING PROGRAM
MEMORANDUM OF AGREEMENT**

The Bureau of Prisons Staff Mentoring Program is designed to match experienced staff (mentors) with employees (protégés) who desire to improve productivity and enhance personal and professional potential. The role and responsibilities of mentors and protégés are as follows:

MENTORS :

Provide counsel and advice regarding work-related or other concerns which protégés perceive as enhancing or impeding their job performance and career development.

Impart knowledge that will assist protégés achieve comprehension of organization structure, culture and values concerning the Bureau of Prisons.

Provide objective and positive suggestions on professional demeanor and ethical standards.

Provide objective and positive suggestions on how protégés may improve their proficiency and productivity on the job.

Evaluate the effectiveness of the mentoring relationship, and recommend appropriate changes.

PROTÉGÉS :

Clarify their expectations for mentoring program and mentoring relationship.

Assess career enhancement needs.

Set realistic and challenging personal development and career goals.

Evaluate the effectiveness of the mentoring relationship and recommend appropriate changes.

This agreement, to carry out the respective roles and responsibilities as described above, remains in effect for one year. If either the mentor or protégé terminate the agreement, the protégé and mentor will complete respective Mentoring Program Surveys and submit them to HRPDE, 400 1st St, NW, 7th floor, Washington, DC 20534.

If either mentor or protégé is absent from the mentoring site for an extended period of time, a decision will be made to continue or discontinue the relationship, to extend the relationship for a period of time of the absence, or to use whatever is deemed appropriate depending on the circumstances. We agree to adhere to all other provisions of this program as outlined in policy.

Agreed by Mentor:

Name/Title Signature

Location Date/Phone

Agreed by Protégé:

Name/Title Signature

Location Date/Phone

RECORD OF MEETINGS WITH MENTOR

(Meetings will occur at least each month.)

MENTOR SIGNATURE/DATE

PROTÉGÉ SIGNATURE/DATE

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

Additional Meetings:

1. _____

2. _____

3. _____

4. _____

Note: When the formal mentoring relationship ends, this form should be submitted to the Employee Development Office for filing.

QUARTERLY MENTORING REPORT

REPORTING QUARTER: (Circle One)

1st: Oct-Dec, 2nd: Jan-March, 3rd: Apr-June, 4th: July-Sept.

LOCATION: _____ DATE: _____

1. NUMBER OF NEW PROTÉGÉS ENROLLED BY RACE AND GENDER FOR THIS REPORTING QUARTER.

A. Race	B. Gender
African American _____	Male _____
Asian _____	Female _____
Hispanic _____	
Native American _____	
White _____	

2. NUMBER OF PROTÉGÉ COMPLETIONS (finished the one year program) BY RACE AND GENDER FOR THIS REPORTING QUARTER.

A. Race	B. Gender
African American _____	Male _____
Asian _____	Female _____
Hispanic _____	
Native American _____	
White _____	

3. NUMBER OF PROTÉGÉ WITHDRAWALS BY RACE AND GENDER FOR THIS REPORTING QUARTER.

A. Race	B. Gender
African American _____	Male _____
Asian _____	Female _____
Hispanic _____	
Native American _____	
White _____	

4. TOTAL (NOT QUARTERLY) NUMBER OF MENTORS CURRENTLY PARTICIPATING IN THE PROGRAM WHO HAVE BEEN ASSIGNED A PROTÉGÉ.

A. Race	B. Gender
African American _____	Male _____
Asian _____	Female _____
Hispanic _____	
Native American _____	
White _____	

5. TOTAL (NOT QUARTERLY) NUMBER OF MENTORS CURRENTLY PARTICIPATING IN THE PROGRAM WHO HAVE NOT BEEN ASSIGNED A PROTÉGÉ.

A. Race	B. Gender
African American _____	Male _____
Asian _____	Female _____
Hispanic _____	
Native American _____	
White _____	

6. NUMBER OF MENTORS WHO TRANSFERRED/LEFT THE PROGRAM FOR THIS REPORTING QUARTER _____.

7. NUMBER OF PROTÉGÉS WHO RECEIVED NEW MENTORS AFTER THE ORIGINAL MENTOR TRANSFERRED/LEFT THE PROGRAM FOR THIS REPORTING QUARTER _____.

8. NUMBER OF PROTÉGÉS WHO COMPLETED THE MENTORING PROGRAM SURVEY (ATTACHMENT C) FOR THIS REPORTING QUARTER _____.

9. SUMMARY COMMENTS (E.G. PROTÉGÉ/MENTOR SUGGESTIONS FOR IMPROVEMENT, NEW INITIATIVES, PROGRAM HIGHLIGHTS, ETC.)

Note: Use additional sheets if necessary.

**MENTORING PROGRAM SURVEY FOR PROTÉGÉS
IN THE STAFF MENTORING PROGRAM (SMP)**

1. How long were you in the SMP? _____ months

2. Did you complete the initial one-year term in the SMP?
_____ Yes --> skip to question 4
_____ No

3. Please indicate the primary reason you did not complete the full year in the SMP:
_____ SMP did not meet my expectations
_____ Insufficient time to devote to the SMP
_____ Incompatibility/dissatisfaction with mentor
_____ Mentor transferred to another facility
_____ I transferred to another facility
_____ Mentor withdrew from the SMP or left BOP employment
_____ Other: _____

4. Are you planning to sign up for another year in the SMP?
_____ Yes
_____ No

5. How often did you meet with your mentor?
_____ Daily
_____ Weekly
_____ Monthly
_____ Quarterly
_____ Never

6. How do you feel about the frequency in which you met with your mentor?
_____ My mentor and I met too often
_____ I am satisfied with how frequently I met with my mentor
_____ My mentor and I did not meet often enough

7. How do you feel about the written requirements of the SMP?
_____ There were too many written requirements
_____ I am satisfied with the amount of written requirements
_____ There were not enough written requirements

8. Were you assigned one of the mentors that you requested?

Yes
 No

9. How did you become aware of the SMP?

Peers
 Human Resources/Employee Development Office
 Supervisor
 Training session
 Advertisement (e.g., posters, flyers, newsletters)
 Other: _____

10. Knowing what you know now, if you had to decide all over again whether to participate in the SMP, what would you decide?

Definitely would not participate in the SMP
 Probably would not participate in the SMP
 Undecided
 Probably would participate in the SMP
 Definitely would participate in the SMP

11. Would you recommend the mentoring program to other staff?

Definitely would not recommend the SMP
 Probably would not recommend the SMP
 Undecided
 Probably would recommend the SMP
 Definitely would recommend the SMP

12. What is your race?

African American
 Asian
 Hispanic
 Native American
 White

13. What is your gender?

Female
 Male

14. What is your mentor's race?

African American
 Asian
 Hispanic
 Native American
 White

15. What is your mentor's gender?

Female
 Male

16. Number of years of BOP employment: _____ years

17. Number of years in current position: _____ years

18. Job Series: _____

(**Example:** 0007 for Correctional Officer)

19. Grade: _____

20. What primary changes are needed to improve the SMP?

Instructions: Please indicate the degree to which you agree with the following statements by checking one of the five choices beside each statement. **(The information is for statistical analyses only).**

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
The SMP has had a positive effect on my self confidence and self-esteem.					
The SMP has had a positive effect on how I carry out my job-related duties.					
Because of the SMP, I feel satisfied with my current job.					
The SMP has assisted me in mastering the knowledge, skills, and abilities required for my job.					
Because of the SMP, I have acquired a further understanding of the BOP's goals, policies, and procedures.					
The SMP has assisted me in establishing satisfying work relationships.					
My mentor is a role model to me.					
I was able to schedule meetings with my mentor during work hours.					
I believe that my mentor was an eager and willing participant in the SMP.					
My mentor took a personal interest in my career.					

Instructions: Please indicate the degree to which you agree with the following statements by checking one of the five choices beside each statement. **(The information is for statistical analyses only).**

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
I am satisfied with the mentor that I was assigned.					
The SMP has provided me with a sense of control in achieving desired results in my job.					
Overall, the SMP has met my expectations.					
The SMP has made me feel more comfortable in performing the required tasks of my current position.					
My mentor and I discussed career goals often.					
I feel that the SMP has benefitted me and my career.					
My mentor has provided me with the interpersonal skills that are necessary for me to perform my job.					
The SMP was well publicized at my facility.					
I am satisfied with the amount of time it took for me to be assigned a mentor.					
My facility supports and encourages individuals to participate in the SMP.					
Overall, I feel that the SMP will help me achieve future career goals.					

Staff Mentoring Program (SMP): Survey for Mentors

(Complete this survey for **each** protégé you have been assigned at the end of the SMP term.)

1. Did you complete the initial one-year term in the SMP?

- Yes → skip to question 3.
 No → answer question 2.

2. Please indicate the primary reason you did not complete the full year in the SMP:

- SMP did not meet my expectations
 Insufficient time to devote to the SMP
 Incompatibility/dissatisfaction with protégé
 Protégé transferred to another facility
 I transferred to another facility
 Protégé withdrew from the program
 Protégé left BOP employment
 Other: _____

3. How did you become a SMP mentor?

- I volunteered
 I was appointed

4. How was your SMP protégé relationship established?

- My protégé specifically requested me
 The SMP coordinator made the assignment
 Unsure

5. How often did you meet with your protégé?

- Twice or more a week
 Weekly
 Monthly
 Quarterly
 Less than quarterly
 Never

6. How do you feel about the frequency with which you met with your protégé?

- My protégé and I met too often
 I am satisfied with how frequently I met with my protégé
 My protégé and I did not meet often enough

7. How do you feel about the written requirements of the SMP (PS 3906.18)?

- There were too many written requirements
 I am satisfied with the amount of written requirements
 There were not enough written requirements

8. When did you receive formal SMP Mentor training?

- Prior to being assigned a protégé
- After being assigned a protégé
- Did not receive training

9. How do you feel about the quality of the SMP Mentor training provided?

- Adequate; no changes are necessary
- Adequate, but needs changes (Please specify changes needed):

- Inadequate; did not provide me sufficient information to be a mentor
- Did not receive training

10. How many protégés have you had through the SMP? _____

11. Currently, do you have more than one protégé (including the protégé for whom you are completing this survey)?

- No Yes -- I have protégés.

12. Knowing what you know now, if you had to decide all over again whether to participate in the SMP as a mentor, what would you decide?

- Definitely would not participate in the SMP as a mentor
- Probably would not participate in the SMP as a mentor
- Undecided
- Probably would participate in the SMP as a mentor
- Definitely would participate in the SMP as a mentor

13. Would you recommend being a SMP mentor to other staff?

- Definitely would not recommend being a SMP mentor
- Probably would not recommend being a SMP mentor
- Undecided
- Probably would recommend being a SMP mentor
- Definitely would recommend being a SMP mentor

14. Would you recommend being a SMP protégé to other staff?

- Definitely would not recommend being a SMP protégé
- Probably would not recommend being a SMP protégé
- Undecided
- Probably would recommend being a SMP protégé
- Definitely would recommend being a SMP protégé

15. Did you ever participate in the SMP as a protégé?

- Yes No

16. What is your race?
 _____ African American
 _____ Asian
 _____ Hispanic
 _____ Native American
 _____ White

17. What is your gender?
 _____ Female
 _____ Male

18. What is your protégé's race?
 _____ African American
 _____ Asian
 _____ Hispanic
 _____ Native American
 _____ White

19. What is your protégé's gender?
 _____ Female
 _____ Male

20. Number of years of BOP employment: _____ years

21. Job series: _____ (ex: 0007 for Correctional Officer)

22. Grade: _____

Please indicate the degree to which you agree with the following statements by checking one of the five choices beside each statement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My protégé and I discussed career goals often.					
The SMP was well publicized at my facility.					
I was able to schedule meetings with my protégé during work hours.					
I had input into my protégé assignment.					
I was appropriately matched with my protégé.					
I developed a meaningful rapport with my protégé.					
My protégé was committed to the SMP.					
My protégé was receptive to advice.					
My protégé was an active participant in the SMP process.					
My protégé primarily used his/her SMP experience to enhance career development.					
My protégé primarily used his/her SMP experience to express dissatisfaction with the BOP.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My protégé and I set goals at the beginning of the relationship.					
My protégé was able to meet the goals we established at the beginning of the relationship.					
My protégé made an effort to meet the goals we defined.					
As a result of being a participant in the SMP, I believe my protégé will be a better employee.					
My protégé's supervisor was supportive of my protégé's participation in the SMP.					
The SMP relationship was effective and beneficial to the protégé.					
I benefitted from participation as a mentor in the SMP.					
My institution executive staff supports the SMP program.					
Supervisors at my institution support the SMP.					
I understood the expectations of a mentor in the SMP.					
I believe in the mission of the SMP.					

What obstacles or problems did you encounter during your participation in the SMP?

What benefits did you experience or observe from participation in the SMP?

Please describe any activities you would like to share with other mentors to assist them in working with their SMP protégés.

Please describe your level of interaction with the Program Coordinator and the support provided by the Program Coordinator.