

Association of Paroling Authorities, International

Professional Development Committee

Mentoring Program Project Recommendations

May 2013

with revisions

February 2015

APAI Mentoring Program Project Draft Program Overview

Program Goal:

The goal of the APAI Mentoring Program is to foster a supportive environment for the personal and professional growth of leaders of paroling and releasing authorities through a structured program that matches seasoned leaders with newly-appointed leaders -- based on individual needs, agency structure and other pertinent criteria - to provide mentoring services.

Target Audience:

Parole Chairs, Commissioners/Members, Hearings Examiners and Executive Staff. The program will be implemented in four phases to allow adjustments & modifications to the program based on participant feedback.

- Phase I will serve Chairs/agency heads of parole releasing authorities.
- Phase II will serve parole executives.
- Phase III will serve Parole Commissioners/members.
- Phase IV will serve Parole Hearings Examiners.

This document will detail aspects related to Phase I of the mentoring program, Phase II, III & IV will be detailed in appended documents as the program develops.

Program Management:

The program will operate as a stand-alone program within the Association of Paroling Authorities, International (APAI). A team of experienced members of APAI will be designated to manage the mentorship program as part of the Professional Development Committee. Management duties will include:

- Recruiting Mentors.
- Establishing/Modifying questionnaires to match Mentors/Mentees.
- Gather experience information from Mentors through the use of a questionnaire.
- Contacting new parole chairs, explaining the program and inviting participation.
- Gather information from Mentees through the use of a questionnaire in order to match the Mentee with a Mentor.
- Monitor mentorship assignments to determine effectiveness, future needs and program participation.
- Establish a suggested outline for both Mentor and Mentee including suggested topics and meeting frequency with a potential end date for scheduled discussions.
- Collaborate with the National Institutes of Corrections (NIC) to, where possible and appropriate, integrate the APAI Mentoring program with the NIC New Chairs Orientation
- Determine when a mentoring assignment is complete, and collect program feedback.

In addition to the program administration, the Professional Development Committee will develop literature, screening tools and surveys.

Nature of Mentoring Sessions & Outcome Goals:

The mentoring sessions will be designed to offer advice on a range of topics including government budget/fiscal support and strategies, dealing with the media/crisis management, political/legislative arena, the management of appointed members and other areas of need identified during the screening process.

For those parole chairs who attend the NIC New Chairs Orientation, the mentoring sessions will be designed to reinforce the information obtained in that orientation and to assist with the design, planning and execution of the of the project that is developed and implement in conjunction with that Orientation.

The outcome goals are to educate new parole leaders with best practices regarding parole and the management of parole boards in an effort to maintain and further a professional parole arena throughout the world.

Mentor Qualifications & Recruitment:

Mentors must be a current or former Chair/agency head of a parole or releasing authority and have worked a minimum of 2 years as the head of a parole releasing authority. It is preferred that Mentors have attended the NIC New Board Member Orientation, APAI Annual Training Conferences, APAI Chairs Meetings, National Parole Resource Center Workshops or other professional development opportunities.

Mentor Volunteers will describe their specific expertise using a questionnaire developed by the Mentoring Program Committee. The responses to the questionnaire will be used to match Mentors with Mentees based on relevant experience and needs.

The program is designed as a one-to-one mentoring, but the assignment of multiple Mentors to a Mentee may be accomplished based on the areas of expertise the Mentee seeks advice on, and the expertise of the Mentors.

Mentors should be willing to commit 4-8 hours per month, but may contribute more if willing, needed, and available. Mentors/Mentees should not feel obligated to spend a certain number of hours per month, but only that amount of time necessary for assistance in the areas of support.

Mentors of US mentees who attend the NIC New Board Member Orientation shall if at all possible spend one day of the New Chairs orientation working with their mentee (at NIC expense) and among other activities assist the mentee with the NIC assigned project.

Program Mentors will need to agree in writing not to disclose confidential information that may be discussed between a Mentor and Mentee before being given an assignment.

Program Activities Outline

Determining the level of need for mentoring & assignment of Mentor:

During the initial contact with the prospective Mentee, the Program Manager will screen the new Chair/leader to determine needs and document the potential areas of support using a standard web-based questionnaire that will also include contact info and best time/days to be available.

The Program Manager will also inquire concerning the mentees knowledge of the NIC's New Chairs Orientation and their plans on attending this meeting.

The responses to the questionnaire will be reviewed by an assigned Program Manager to determine the most suitable match, based on available Mentors and their specific knowledge and experience.

Preparing a custom mentoring plan:

The assigned Program Manager will prepare an outline detailing the name of the Mentor and Mentee, their contact information and preferred contact days and times. The Program Manager will also list the general topic areas that may be discussed, any specific areas requested by the Mentee, the mentees plans regarding attendance at the New Chairs Orientation including the nature of the project they have adopted as part of that program, and a suggested end date based on the number and complexity of mentored topics.

The outline will indicate a recommended meeting frequency; however, the Mentee and Mentor are free to alter the meetings after discussions on the depth of knowledge in the needed/requested topic areas, and their schedules.

A statement of confidentiality between the Mentor and Mentee will appear on the outline. Any confidential information discussed between a Mentor and Mentee will not be disclosed to a third party unless prior consent is given.

A copy of the outline will be provided by the assigned Program Manager to both the Mentor and Mentee.

Meetings between Mentor and Mentee:

Mentors and Mentees will have an initial introduction discussion which may include establishing an initial weekly or bi-weekly meeting schedule. As time passes, mentoring may be on an “as needed” basis. Mentors/Mentees should not feel obligated to spend a certain number of hours per month, but only that amount of time necessary for assistance in the areas of support.

Meetings may take place telephonically unless it is convenient for in-person or video meetings. If applicable, the mentor and mentee should also plan for a face to face meeting held in conjunction with the NIC New Chairs Orientation.

The Mentor will keep track of the areas discussed and note other suggested areas for review on the outline provided by the Program Manager. Once both the Mentor and Mentee feel that there is no longer a need for formal mentoring, they will both complete surveys assessing the effectiveness of the program and topics covered, and suggested areas of program improvement. The Mentee will also respond to a confidential section on the survey regarding the quality of services provided by the Mentor.

Program Guidelines & Processes and Procedures

Guidelines for Mentors

The Mentor should assist the Mentee in learning or understanding the requested areas of knowledge within the field of parole and its related interdependencies. Other areas of mentorship may include providing advice on professional development and continuing education, information about best parole practices and resources that may be available to the Mentee. The mentoring relationship can include anything to help participants to function well in their role as a head of a parole releasing authority.

Responsibilities of the Mentor include keeping confidentiality, meeting regularly as mutually agreed, if practical and applicable, meeting face to face with the mentee as part of the NIC New Chairs Orientation, assisting with the project undertaken as part of the New Chairs orientation, if applicable, and tracking progress based on an initial plan outline, and completion of an exit survey at the conclusion of the formal mentoring period. If a Mentor is unable to participate at any time, he/she will notify the Program Manager.

Guidelines for the Mentored (Mentees)

The main focus of the mentoring relationship is professional development, characterized by mutual respect and confidentiality. Participants may request a different Mentor at any time during the program. A Program Manager will be available to help resolve any problems a pair may be having if both members wish to keep working together or if a Mentor change is requested.

Responsibilities of the Mentor include keeping confidentiality, meeting regularly as mutually agreed and completion of an exit survey at the conclusion of the formal mentoring period.

A Mentee may contact the Program Manager at any time during or following the conclusion of the formal mentoring period to request assistance on other topics or areas of concern.

Mentors and Mentees are encouraged to continue to be a resource to each other following the conclusion of a formal mentoring period, as new or unanticipated issues or events occur.

Guidelines for Program Managers:

Program Managers are responsible for matching Mentees with Mentors, establishing an initial program outline, and periodically check-in with monitors and Mentees to see how the program is progressing. Program Managers will coordinate with NIC to promote the NIC

New Chairs Orientation and facilitate the integration of the Mentoring Program into that Orientation.

Program Managers will also make themselves available to Mentors and Mentees when issues or other areas of concern arise.

The customized initial outline may include:

- Assistance in developing professional networks and skills;
- Information related to the political aspects of the parole arena and best practices in responding to political issues;
- Information on available training resources, including the NIC New Chairs Orientation;
- Providing general information best practices (risk assessments, guidelines, condition setting, Paroling Authority Quality Assurance Index, etc);
- Assistance in learning to manage fiscal resources;
- Dealing with the media;
- Testifying and/or meeting with legislators;
- Managing appointed staff;
- Managing an inherited clerical or operational staff;
- Managing parole releasing authority member relations;
- The identification of the project to be completed as part of the NIC New Chairs Orientation

Suggested mentoring processes and procedures:

A. When a new Chair is appointed, the initial contact will be made by the APAI Regional Representative who will provide an introduction to APAI, the NIC New Chairs Orientation and the Mentoring Program. If the new Chair is receptive to participation, a Program Manager of the APAI mentoring program will contact the new Chair/leader.

B. Program Manager interviews the Mentee to determine initial needs. The Program Manager will use the responses to match the Mentee with a Mentor or multiple Mentors depending on areas of expertise. The Program Manager establishes an initial outline and provides it to both the Mentor and Mentee.

C. Mentor and Mentee coordinate an initial meeting and will meet (telephonically) for introductions, to review the program outline and to coordinate future meetings. The Mentor should also ask other questions related to the field of parole to get a measure the Mentee's knowledge and experience and determine whether the Mentee may benefit from additional topic areas.

D. The Mentor and Mentee will agree on a meeting schedule to discuss the areas identified in the outline, and any other areas agreed upon by the two. The plan will include the projected duration of the plan and the topics to be discussed. The Mentor and Mentee will then work the program by following the outline.

E. Once the discussion areas have been completed, the Mentor will provide any notes or points made during the program. The Program Manager will then send a survey to both the Mentor and Mentee to gauge the program's effectiveness, and accept any suggestions or criticism.

Program Evaluation

1. Develop a plan to measure program process:

- Select indicators of program implementation viability and volunteer fidelity, such as, training hours, meeting frequency, and relationship duration.
- Develop a system for collecting and managing specified data.

2. Develop a plan to measure expected outcomes:

- Specify expected outcomes.
- Select/develop appropriate instruments to measure outcomes, such as, questionnaires, surveys, and interviews.
- Select and implement an evaluation design.

3. Create a process to reflect on and disseminate evaluation findings:

- Refine the program design and operations based on the findings.