

Association of Paroling Authorities International

Professional Development Committee

Mentoring Program Project

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Table of Contents

Mentoring Program Overview.....	3
Program Goal:	3
Target Audience:	3
Program Management:	4
Management duties include:.....	4
Nature of Mentoring Sessions & Outcome Goals:	4
Mentor Qualifications & Recruitment:.....	5
Mentoring Program Process	6
Introducing the Mentoring Program to new Chairpersons:	6
Determining the Mentee’s needs and assigning a Mentor:.....	6
Preparing a custom mentoring plan:.....	6
Meetings between Mentor and Mentee:	7
Mentoring Program Guidelines	8
Guidelines for Mentor:	8
Responsibilities of the Mentor include:.....	8
Guidelines for the Mentee:	8
Responsibilities of the Mentee include:.....	8
Guidelines for the Mentoring Program Manager:	9
The Mentoring Program Manager is responsible for:	9
Program Evaluation	10
Implement a plan to evaluate the Mentoring Program process:	10
Implement a plan to measure Mentoring Program outcomes:.....	10
Disseminate evaluation findings to the APAI membership:	10

Mentoring 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 Chairpersons, Administrators, Executives, Commissioners/Members & Hearings Examiners

Implementation of the program will occur in four phases to allow adjustments & modifications to the program based on participant feedback.

- Phase I serves Parole Chairpersons, Administrators, & Executives
- Phase II will serve Parole Commissioners & Parole Commission Members
- Phase III will serve Parole Hearings Examiners

This document details aspects related to “Phase I” of the mentoring program. Phase II & III will be detailed in appended documents as the program develops.

Program Management:

The program operates as a stand-alone program within the Association of Paroling Authorities International (APAI). A Mentoring Program Manager manages the mentorship program as part of the Professional Development Committee.

Management duties include:

- Collaborating with the National Institutes of Corrections (NIC) to integrate the APAI Mentoring program with the NIC New Chairperson Orientation
- Developing literature, screening tools, and surveys in collaboration with the Professional Development Committee
- Contacting new parole chairs to explain the mentoring program and invite participation as a Mentee
- Recruiting Mentors
- Establishing/Modifying questionnaires to match Mentors/Mentees
- Gathering experience information from Mentees & Mentors through the use of a questionnaire in order to match the Mentee with a Mentor
- Monitoring mentorship assignments to determine effectiveness, future needs, and program participation
- Coordinating completion of an outline for Mentors and Mentees including suggested topics and meeting frequency with a potential end date for scheduled discussions
- Determining when a mentoring assignment is complete and collect program feedback

Nature of Mentoring Sessions & Outcome Goals:

The mentoring sessions are designed to offer advice on a range of topics including government budget/fiscal support and strategies, dealing with the media/crisis management, the 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 Chairperson Orientation, the mentoring sessions are designed to reinforce the information obtained in that orientation and to assist with the design, planning, and execution of the project that is developed and implemented 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 current or former Chairs or Agency Heads of a parole or releasing authority and have worked a minimum of 2 years as the head of a parole releasing authority. It's preferred that Mentors have attended the NIC New Chairperson Orientation, APAI Annual Training Conferences, APAI Chairs Meetings, National Parole Resource Center Workshops, or other professional development opportunities.

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

The program is designed for one-to-one mentoring; however multiple Mentors may be assigned to a Mentee based on the needs outlined by the Mentee and the expertise of the Mentors.

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

Mentors attending the NIC New Chairperson Orientation shall spend one day of the training working with their Mentee (at NIC expense) and among other activities assist the mentee with the NIC assigned project.

Mentors and Mentees must agree, in writing, not to disclose confidential information that may be discussed between a Mentor and Mentee.

Mentoring Program Process

Introducing the Mentoring Program to new Chairpersons:

The APAI Regional Vice President contacts newly appointed Chairpersons to introduce them to APAI and discuss the NIC New Chairperson Orientation and the Mentoring Program. The APAI Regional Vice President will notify the Mentoring Program Manager when a new Chairperson is receptive to participation in the NIC training and Mentoring Program.

Determining the Mentee's needs and assigning a Mentor:

The Mentoring Program Manager makes enquiries about the mentee's knowledge of the NIC New Chairperson Orientation and their plans on attending the training.

During the initial contact with the prospective Mentee, the Mentoring Program Manager screens the new Chairperson's/Leader's needs utilizing a questionnaire that includes contact info, best time/days to be available, experience, agency information, and areas of interest. The questionnaire responses are reviewed by the Mentoring Program Manager to determine the most suitable match; based on available Mentors and their specific knowledge and experience.

Preparing a custom mentoring plan:

The Mentoring Program Manager prepares an outline detailing the name of the Mentor and Mentee, their contact information, and preferred contact days and times.

The Mentoring Program Manager facilitates a WebEx outlining the Mentoring Program process and expectations.

The Mentoring Program Manager facilitates a discussion with the Mentor and Mentee to complete the outline with topics for initial discussion and topics for further discussion including the nature of the project the Mentee adopted as part of the NIC Chairperson Orientation. Additional topics may be added at any time.

The Mentor and Mentee complete the remainder of the outline at the NIC Chairperson Orientation and forward a copy of the completed outline to the Mentoring Program Manager. The outline shall indicate a tentative meeting schedule; however, the Mentee and Mentor are free to alter the meeting dates to meet their schedules.

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

A copy of the outline shall be maintained by the Mentoring Program Manager, the Mentee, and the Mentor.

Meetings between Mentor and Mentee:

Mentors and Mentees engage in an initial introduction discussion which includes establishing an initial meeting schedule and outlining topics for discussion. 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 needed.

The Mentor and Mentee should plan for a face to face meeting held in conjunction with the NIC New Chairperson Orientation. All other meetings may take place telephonically unless it is convenient for in-person or video meetings. The Mentor and Mentee shall track the areas discussed and note other suggested areas for review on the outline provided by the Mentoring Program Manager.

Once the Mentor and Mentee feel it’s appropriate for a transition to mentoring on an as needed basis, each of them shall complete a survey assessing the effectiveness of the program/topics covered and suggest areas for program improvement. The Mentee shall also respond to a confidential section on the survey regarding the quality of services provided by the Mentor.

Mentoring Program Guidelines

Guidelines for Mentor:

The Mentor shall 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, and 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:

- Maintaining confidentiality
- Meeting regularly as mutually agreed
- Meeting face to face with the Mentee as part of the NIC New Chairperson Orientation (if practical and applicable)
- Assisting where needed with the project undertaken as part of the New Chairpersons Orientation
- Tracking progress based on the developed outline
- Completion of an exit survey at the conclusion of the formal mentoring period
- Notifying the Mentoring Program Manager when no longer able to participate as a Mentor

Guidelines for the Mentee:

The main focus of the mentoring relationship is professional development; characterized by mutual respect and confidentiality. Mentors and Mentees are encouraged to continue being a resource to each other following the conclusion of a formal mentoring period; as new or unanticipated issues or events occur.

Mentees may request a different Mentor at any time during the mentoring program. The Mentoring Program Manager is available to help resolve any problems the Mentee and Mentor experience if both members wish to keep working together or if a Mentor change is requested.

A Mentee may contact the Mentoring 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.

Responsibilities of the Mentee include:

- Maintaining confidentiality

- Meeting regularly as mutually agreed upon
- Tracking progress based on the developed outline
- Completing an exit survey at the conclusion of the formal mentoring period

Guidelines for the Mentoring Program Manager:

The Mentoring Program Manager is responsible for:

- Matching Mentees with Mentors
- Facilitating a WebEx to explain the Mentoring Program expectations
- Establishing an initial program outline
- Facilitating an initial discussion between the Mentor and Mentee
- Checking in (bi annually or as needed) with the Mentors and Mentees to evaluate their experience
- Coordinating with NIC to promote the NIC New Chairperson Orientation and facilitate the integration of the Mentoring Program into that training.
- Addressing issues or other areas of concern as they arise for the Mentors and Mentees.

The initial program outline may include:

- Identification of the project to be completed as part of the NIC New Chairperson Orientation
- 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
- Providing general information best practices (risk assessments, guidelines, condition setting, Paroling Authority Quality Assurance Index, etc.)
- Learning to manage fiscal resources
- Dealing with the media
- Testifying and/or meeting with legislators
- Managing appointed staff
- Managing inherited clerical or operational staff
- Managing parole releasing authority member relations
- Strategic and Succession Planning

Program Evaluation

Implement a plan to evaluate the Mentoring Program process:

- Review the process following each NIC New Chairperson Training
- Compile results from the Mentor and Mentee Surveys
- Facilitate discussion with NIC Contact, PDC Chairperson, and APAI Executive Director to identify areas for improvement

Implement a plan to measure Mentoring Program outcomes:

- Survey how discussion topics were addressed
- Survey what initially identified topics were addressed
- Survey what subsequently identified topics were addressed
- Survey what topics were identified but not addressed and why
- Track hours spent by Mentor and Mentee on interactions
- Measure the value of the Mentor and Mentee relationship

Disseminate evaluation findings to the APAI membership:

- Prepare a report on the Mentoring Program outcomes and discuss the findings at the APAI ATC