2009 Mentorship Program
Executive Report
October 2010

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Executive Report on the
BSA Mentorship Program

History

In 2004, the Berkeley Staff Assembly introduced the BSA Mentorship Program to the campus. Over a six-month period, the all-volunteer Career Development Committee solicited potential mentors, put out a call to the BSA membership for mentees, and developed a program to match mentees with mentors. In the first year pilot, 13 matches were made and 11 pairs completed the year-long program. In calendar year 2006 (Cycle 2), 33 matched pairs were created and the interest in the program expanded considerably. Cycle 3 was completed in June 2008 with 46 pairs participating, and 2009’s Cycle 4 included 53 pairings.

Program Goals

The goal of the BSA Mentorship Program is to pair experienced UC Berkeley staff from across all campus units with staff who are seeking to develop themselves professionally. The program provides a supportive structure in which participants can cultivate contacts, explore challenges, and enhance effectiveness as they design their personal growth and career paths at Berkeley. It also provides the opportunity to gather information, develop peer support, learn more about management, and better understand the UCB organizational culture.

An unintended but noteworthy outcome of the program can be seen in the diversity and composition of the Career Development Committee itself. Of the 16 current members, 7 were mentees in previous cycles of the program. Through their experiences these members are now putting learning into action by volunteering in this leadership capacity.

Selected comments from current
and former program participants

“I became a mentee at a time when my job had been cut and I was in the process of changing career paths. It was incredibly helpful to discuss my options with someone who knew a lot about the campus. ... I feel like I have made a new friend. I have also shown her a side of life at UC that she wouldn’t have been exposed to otherwise.”

“(My mentor) helped me succeed in both my previous and current positions and gave me such a great ‘view from the top.’ ... I now have a different perspective on how to effectively enjoy a rich career at Berkeley.”

“I feel more able to reach out to other professionals on campus.”

“I met a mentor who challenged me and made me think outside the box. ... Because of my mentor, I learned many new things about myself, including my life purpose.”

“I have a new job at a higher level, more contacts, and a broader understanding of campus.”

“At this phase of my career, I enjoy sharing with my colleagues the things I’ve learned from being on campus, maneuvering through the maze of politics, protocols, systems, etc.”
How the Program Works

• The program’s 12-month cycle alternates between fiscal year and calendar years, with a six-month planning period between each.
• Mentors drawn from classifications at or above P3, M1 and S2 are identified by their colleagues through a campus-wide nomination process.
• Mentees must be in the Administrative Assistant III level up to level PSS5. In the current cycle, mentees were drawn from classifications P3, P2, S1 levels, and PSS 1-4, with P3 able to participate as either mentee or mentor.
• Mentees apply to participate in the program and receive guidance throughout the process.
• BSA sponsors a networking event to launch the Mentorship Program cycle, at which mentors and mentees meet on an informal basis.
• The Committee hosts informational sessions for potential mentees covering a variety of career development skills such as networking, informational interviewing, and résumé preparation.
• Mentees contact mentor participants to set up informational interviews with a minimum of three potential mentors.
• After meeting, mentees and potential mentors separately submit their match preferences in ranked order to the BSA Career Development Committee. The Committee completes the matches.
• Once matched, the mentor and the mentee establish mutually agreeable terms for the mentorship. Mentors and mentees meet together for the cycle year on a mutually agreed upon schedule.
• Throughout the cycle, both mentee and mentor peer groups meet regularly. These meetings are scheduled by the BSA Career Development Committee but are driven by the participants.

Survey Results

In order to measure the effectiveness of the Mentorship Program, a cycle-end survey was created following Cycle 2 and distributed to all participants. This process was repeated at the end of Cycles 3 and 4. All surveys showed a positive response to the program from both mentees and mentors. **One notable result has been the significant percentage of mentees who advanced to new positions during or shortly after participating in the Mentorship Program.** The BSA Mentorship Program’s impact on job mobility for Cycle 4 remains particularly impressive given a University-wide hiring freeze was instituted on March 8, 2009 for all career and contract staff positions. **Despite the hiring freeze, 26% of mentees reported having moved into another campus job as a result of participation in the program.** The opportunities created by the BSA Mentorship Program helps to retain these valuable employees. Survey highlights are summarized in the table below, and data from the Cycle 4 survey can be found in Appendix A at the end of this report.

<table>
<thead>
<tr>
<th></th>
<th>Mentees</th>
<th></th>
<th>Mentors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cycle 2</td>
<td>Cycle 3</td>
<td>Cycle 4</td>
<td>Cycle 2</td>
</tr>
<tr>
<td>Respondent Rate</td>
<td>30%</td>
<td>69%</td>
<td>51%</td>
<td>42%</td>
</tr>
<tr>
<td>Had a good match with Mentor/ Mentee</td>
<td>90%</td>
<td>91%</td>
<td>74%</td>
<td>75%</td>
</tr>
<tr>
<td>Was overall satisfied with program</td>
<td>80%</td>
<td>97%</td>
<td>85%</td>
<td>84%</td>
</tr>
<tr>
<td>Would recommend program</td>
<td>100%</td>
<td>100%</td>
<td>96%</td>
<td>93%</td>
</tr>
<tr>
<td>Attributes a career change to program*</td>
<td>66%</td>
<td>68%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Met goals for participation*</td>
<td>60%</td>
<td>93%</td>
<td>78%</td>
<td></td>
</tr>
<tr>
<td>Would serve as a mentor again*</td>
<td></td>
<td></td>
<td></td>
<td>86%</td>
</tr>
</tbody>
</table>

*not all questions were asked of both groups
The Current and Future Program

Cycle 5 began in June 2010. This cycle has 44 participating pairs, a 17% decrease in participation from last year. While the program experienced a steady increase in participation in previous years, the current cycle saw a slight decrease in participation. Based on anecdotal evidence and verbal feedback from mentor nominees and potential mentees who dropped out of this cycle, the reason most cited for not participating in the current program is that job demands preclude sufficient time to fully engage in the mentorship process.

The success and growth of the Mentorship program has resulted in a more complex and demanding operation. To meet the increased challenges presented by the expanding program, a staff member from Staff Diversity Initiatives, Office of the Vice Chancellor of Equity and Inclusion (VCEI) was assigned to provide analytical expertise to the program. This 25% FTE was initially made possible by funding from the Berkeley Initiative for Leadership in Diversity (BILD) initiative. This vital support and liaison with VCEI has proven to be a critical component to the otherwise all-volunteer effort of the BSA Career Development committee.

We have begun to track demographic information within this Cycle 4 survey. Results show that the program is strongly aligned with the guiding principles as stated in UC Berkeley’s Strategic Plan for Equity, Inclusion, and Diversity. Participant diversity in gender and ethnicity compare favorably with non-academic staff demographics documented in the Fall 2009 UC Statistical Summary of Students and Staff.

The BSA Mentorship Program has proven to be a catalyst for several other programs in various stages of development. It is being used as a model for a mentorship program designed specifically for staff in the area of Student Advising and as a template for a program in planning by CORWE for staff in support classifications. The Committee has also been approached by universities as far-flung as Ontario, Canada, as well as private sector organizations interested in developing a similar program. UC Office of the President has also expressed interest in BSA’s format as a model in development of a potential systemwide program.

In an ongoing effort to improve and enhance the program, the Committee is considering ways to better serve the mentee and mentor cohorts. In the past, cohort meetings were purposely left un-structured allowing participants the opportunity to rise to leadership roles. This encouraged freedom and flexibility to design meetings in ways to best meet their mentorship goals. In entering Cycle 5, we recognize a need for more guidance and structure for these peer cohort meetings from the Career Development Committee. The goal remains that the participants themselves take an active leadership role in this aspect of the program.

The dedication and hard work of the BSA Career Development Committee volunteers has been rewarded in the success of the Mentorship Program. We look forward to continuing to support our fellow staff members in meeting their career development goals through this effective and highly-regarded program. The continued success of this program is made possible by the volunteer staff of the Career Development Committee, the mentee and mentor participants, and the valued support and participation of UC Berkeley campus leadership.
Appendix A
Results from Cycle End Survey, Cycle 4 (2009)

Mentee Goals for Participation

- Professional development: 96%
- Career planning: 70%
- Job search assistance: 12%
- Understand UCB organization and how to work effectively: 46%
- Develop Skills: 48%
- Develop network: 70%
- Gain “big picture”: 52%

Mentee Results

- Overall satisfied with program: Agree 85%, Neither 11%, Disagree 4%
- Met goals by participating: Agree 78%, Neither 26%, Disagree 4%
Mentorship Program Impact on Job Mobility

Since beginning the program, have you moved to a different position at the University?

- No: 74%
- Yes: 26%

If yes, do you feel that your participation in the program had a direct effect on that move?

- No: 50%
- Yes: 50%

Length of Mentorship

- < 3 Months: 0%
- 3-6 Months: 7%
- 6-9 Months: 7%
- 9-12 Months: 41%
- Will continue: 59%
**Hours Spent Per Week in Participation**

- Less than 1 hour: 62%
- 1 to 3 hours: 35%
- 3 to 5 hours: 4%

**Mentee Years in Current Position**

- Less than 1 year: 15%
- 1 to 3 years: 46%
- 3 to 5 years: 19%
- 5 to 7 years: 15%
- More than 7 years: 4%
Mentees-Classification Post Participation

*Career Compass changed classifications-Pre-participation totals not available

- Professional Level 1: 27%
- Professional Level 2: 18%
- Professional Level 3: 9%
- Professional Level 4: 5%
- Supervisor Level 1: 14%
- Supervisor Level 2: 4%
- Other: 23%