

THE OFFICE OF PERSONNEL MANAGEMENT (OPM)

**GOVERNMENT WIDE MENTORING
"HUB"
BUSINESS CASE**

"If we believe the government can make a difference in people's lives, we have the obligation to prove that it works – by making government smarter, and leaner and more effective..."

PRESIDENT BARACK OBAMA

EXECUTIVE SUMMARY

Mentoring is increasingly recognized as a critical ingredient of workforce development. Many have adopted their own programs as a result of having no government wide strategy enabling mentoring across government. Interest in mentoring has varied over time and has been affected by economic and social factors.. Organizations recognize that workforce demographics have changed dramatically in recent years, as women and members of different minority groups have joined the workforce in greater numbers. In addition, technology has automated traditional employee functions and continues to affect on-the-job performance, altering the way people see themselves within an organizational structure.

With these changes, organizations are having to find many different ways to develop the workforce. Organizations are going through, a variety of workforce development challenges, whether its closing skill gaps within mission critical occupations and competencies; knowledge sharing and transfer or heightening the awareness and inclusion of diverse groups within the federal government.. A government wide mentoring strategy benefits the entire federal workforce. It increases collaboration across government, through knowledge sharing/transfer. It can increase performance in specific occupations deemed necessary by the entire federal sector, like human resources and it can provide the matching of mentors and mentees not only within an agency, but across government.

Today, the federal work environment allows a much more flexible approach to work moving from the traditional work environment of reporting to a building everyday at the same time. As a result organizations are looking to Mentoring to assist with recruitment, retention, professional development and development of a multicultural workforce in this new work environment.

Mentoring occurs all across government both informally and formally and is a powerful experience. The problem is that Mentoring is not happening consistently across government to allow the benefits mentioned previously. It is often only occurring formally in a few agencies and for only employees who participate in the program. A formal mentoring strategy for government wide application will take mentoring to the next level and expands its usefulness and corporate value beyond that of a single agency Mentor program and afford all federal employees the opportunity to be mentored. Because we appreciate that some agencies have a Mentoring Program we believe to meet agencies where they are, a Government wide Mentoring "hub" will meet the federal need and provide a government wide approach to Mentoring..

WHY A MENTORING HUB?

A Government wide Mentoring “Hub” will afford the federal government a **one-stop shop for its Federal Mentoring needs**. This “Hub” will be a resource to all federal agencies with or without its own Mentoring Program. The “Hub” would provide Tools, Techniques, Tips, Technical Assistance and federal mentoring

matching with regards to Mentoring to all agencies and federal employees, government wide. Without a government wide “hub” we are losing the opportunity to enable cross-agency mentoring and relationship building. Cross agency mobility is a central part of 21st governing.

It will **contribute to agency retention**. According to a study of Gallop poll data, the average annual turnover cost to an organization with 10,000 employees is approximately \$84 million, or \$8400 per employee. This figure represents a significant financial cost when talent is lost at such a continuous rate over time. Mentoring has proven to be a viable method to retain employees and can contribute significantly to overall cost savings.

An additional benefit of Government wide Mentoring is it **creates a knowledge sharing culture** throughout all Federal Government Agencies. This will ensure information is shared and retained within each agency and across government. The need for Knowledge Transfer/Sharing becomes even more significant as the number of retirement eligible employees increases. Currently, the Government wide separation rate is 9%. Employee retirement accounts for 30% of that rate, with the potential to grow as agency budget shrinks. By implementing the proposed mentoring program, we will capture knowledge and share it not only within an agency, but across government.

Diversity and Inclusion awareness and cross agency collaboration will increase as a result of Mentoring. Mentoring is a **sustainable way to address multi-cultural issues** and which assists in building awareness is built into agencies’ culture. Mentoring will also give underrepresented employees advancement and training opportunities they may have missed otherwise. For example, in a study by Harris Interactive through CareerBuilder.com, over half (52%) of employees with disabilities felt that they do not have as much career advancement opportunities as their colleagues without disabilities but with similar skills and experience. Pairing mentors and mentees with different backgrounds provides a personal and ongoing cultural exchange, contributing further to achieving the goals for Diversity and Inclusion, Government wide.

HOW WILL WE MANAGE THE “HUB”?

OPM will partner with the Chief Learning Officers Council (CLOC) and the current Agency Mentoring Program Coordinators to establish a Mentoring “Hub” for all Federal Agencies to utilize. This Mentoring “Hub” will formally leverage existing intellectual capital using a variety of mentoring methods. This effort will enable the informal transmission of knowledge, social capital and the psychosocial support while building an ongoing relationship of learning, dialog and collaboration across government that ultimately leads to cost savings for government as well.. OPM’s role will be to provide the following services:

1. **Technical Assistance** –provide guidance, tools, tips, and frequently asked questions. OPM will also facilitate an interagency working group to solicit ideas and help move forward on Government wide mentoring initiatives.
2. **Best Practices** – benchmark with other organizations (state, local, international, non-profit, and private sector), stay abreast on current mentoring research and trends, host best practice events, partner with HR University, Pathways (including PMF), retirement associations, affinity groups, and other good Government groups to sponsor joint events.
3. **Pilot** – pilot and prototype interagency ideas using OPM’s Mentoring Program to test alternative mentoring methods..
4. **Metrics** – identify metrics with interagency working group, develop evaluation tool(s), conduct evaluation, compile, analyze and report results to leadership and interagency working group.
5. **Evaluation** - host focus groups, surveys, Knowledge Cafe' scenarios, and other forms of getting formal feedback from participants.
6. **Federal Matching Service** - Using an online Mentoring Matching tool provide interagency mentoring relationships that support government wide collaboration and development.,

EXPECTED OUTCOMES

- **Increased cross- government collaboration among agency mentoring programs-** Increase partnering across government.
- **Cost Savings/Shared Resources-** Mentoring leads to increased productivity and greater retention of well qualified and empowered employees which translates to long term cost benefits.
- **A Government wide “knowledge sharing culture”** - Mentoring provides an avenue to exchange information and knowledge between members of the same and different organizations.
- **OPM is recognized as the leading resource for Federal Mentoring** - OPM will be recognized as a credible and valid resource for government agencies providing current trends, and best practices. As an example agencies can follow, OPM will host ongoing Fireside Chats, Flash and Situational Mentoring Events, etc.
- **Contributes to succession planning efforts** - Developing top talent and a pipeline of well qualified candidates.

- **Skill and Competency Development** – Mentoring can facilitate self-improvement at all levels serving as a conduit for employee development, career planning and sustaining optimum skills, competencies and performance.
- **Boost and Maintain Elevated Morale** – Mentoring helps sustain positive employee morale.

Targeted Audiences

Audience/ Customer	Description
New Hires	Familiarize new employees to the federal government to become comfortable with the agency culture and preparing others who are new to government with the public sector culture. To improve on-boarding process, introduce government procedures, and coach individuals to success.
Retiring Employees	Promote knowledge transfer from employees considering retirement within two years as well as recently retired employees.
Agency Transfers	Assist newly-transferred employees to become better acquainted with their new agency, and to help employees who have recently transferred from another organization within the same agency to settle into their new role.
Veterans	Familiarize returning veterans with office procedures and routines. Provide support and guidance to fellow veterans. Facilitating the transition of veterans in to the Federal civilian workforce.
Current employees	Assist employees in identifying and preparing their career development goals..
Employees with Disabilities	Provide opportunity for employees in protective groups to continue professional development through Mentoring opportunities while increasing diversity awareness/acceptance.
Pathways Students/Interns/Recent Grads/PMFs	Attract and retain new talent, promoting a stronger, well trained workforce through the establishment of early Mentor/Mentee relationships for students in our program.

Proposed Performance Measures

Key Process/Services	Performance Measure
Program Effectiveness	Baseline Metric and Comparable Statistics for Turnover and Retention rates. Employee feedback, survey analysis, and performance ratings.

Key Process/Services	Performance Measure
Federal Employee Satisfaction	Increased percentage of Federal employees who are satisfied with their agency's management, training, processes and systems, as demonstrated in employee survey results.
Mentor Matching System Compatibility leading to program success	Continue to improve connectivity., by establishing targets for success and measure our success based on whether we achieve our targets.
Increased retention rates for new Federal employees	Using EVS & EHRI data & metrics, benchmarks and survey results.
Improved workplace morale	Measured by EVS metrics, benchmarks and survey results.

Next Steps & Major Project Milestones

Milestones/Deliverables - FY 2012 & FY 2013, Q1	Target Date
Business Case Subcommittee Formation	March 8, 2012
Share Business Case with AVS (SWP) leadership	April 20, 2012
Presentation of Business Case to Employees Services and Agency Veterans Services Leadership	June 2012
Host Roundtable with Agency Mentoring Coordinators (Interagency Working Group) to present our proposed framework	July 2012
Receive feedback from stakeholders & Interagency Working Group Discussion on next steps in moving forward. Finalize Implementation Plan	July 2012
Presentation of Framework and proposed Implementation Plan to CLOCs	July 2012
Launch of the government wide Mentoring "hub" pilot	August 2012 - thru September 2012
Quarterly Progress Review of Mentoring "hub" pilot	December , 2012