

Ready, set, go!
A checklist for creating an in-house program

√	Decisions/Steps <ul style="list-style-type: none"> • Related Tasks
☐	Set Organizational Goals for the Program <ul style="list-style-type: none"> • Assess how the program fits with other human resource policies and goals
☐	Set the Program Objectives <ul style="list-style-type: none"> • Articulate desired outcomes (for example, if the goal is to increase retention, a program goal might be to increase staff retention rates by 10% over two years) • Articulate the program goals mentors can expect • Consider whether any structural changes need to be made to support the program (for example, does the performance-appraisal system need to be modified to include reference to the program?)
☐	Set Program Evaluation /Measurement Standards <ul style="list-style-type: none"> • Articulate what outcomes to measure. Consider: <ul style="list-style-type: none"> – qualitative and quantitative outcomes – individual outcomes and program outcomes • Articulate short-term and long-term program evaluation criteria • Consider how ROI will be measured
☐	Decide Who Will Participate <ul style="list-style-type: none"> • Articulate mentor eligibility criteria • Articulate mentee eligibility criteria • Address how mentors/mentees will be recruited and whether participation will be voluntary or required • Consider mentor compensation for participating (and if so, how) • Address whether/how to integrate the program into the performance-appraisal process
☐	Choose Mentoring Model(s) <ul style="list-style-type: none"> • Consider which mentoring model(s) are best suited given: <ul style="list-style-type: none"> – program goals – pool of participants

<input type="checkbox"/>	<p>Decide Whether Mentor/Mentee Matching will be Formal</p> <ul style="list-style-type: none"> • If mentors/mentees are matched, articulate: <ul style="list-style-type: none"> – match criteria – method used to match participants
<input type="checkbox"/>	<p>Decide on Overall Formality of Program</p> <ul style="list-style-type: none"> • Consider setting guidelines for: <ul style="list-style-type: none"> – frequency of meetings – duration of the relationship – goal-setting – whether mentors/mentees must sign a formal mentoring agreement – rules regarding confidentiality • Articulate how participants will be held accountable
<input type="checkbox"/>	<p>Decide on Support/Training Provided to Mentors/Mentees</p> <ul style="list-style-type: none"> • Consider program orientation session • Consider specific skills training (for example, active listening, providing feedback, etc.) • Consider group support for mentors
<input type="checkbox"/>	<p>Establish Program Monitoring Criteria</p> <ul style="list-style-type: none"> • Consider: <ul style="list-style-type: none"> – type of monitoring (for example, focus groups, interviews, participant surveys, etc.) – frequency of monitoring • Anticipate problems, such as unmet expectations, and consider ways of addressing them
<input type="checkbox"/>	<p>Identify Program Manager/Administrator</p> <ul style="list-style-type: none"> • Outline program manager's responsibilities
<input type="checkbox"/>	<p>Run a Pilot of the Program</p> <ul style="list-style-type: none"> • Consider: <ul style="list-style-type: none"> – size of pilot – length of pilot – what feedback will be assessed • Assess whether changes should be made to the program based on the results of the pilot
<input type="checkbox"/>	<p>Establish Program Marketing Plan</p> <ul style="list-style-type: none"> • Consider: <ul style="list-style-type: none"> – ways of marketing program internally, such as incentives for participating – promoting signs of organizational buy-in – what is needed to ensure continued organizational support for the program – promotion of program to public and industry