

Table 4. Step 4: Create an Evaluation System

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<p>How will you know if your mentoring program is successful? How can it be improved? In this final step, you will revisit your mentoring goal statement and organizational objectives and design tools to determine if you have met your goals.</p> <ul style="list-style-type: none"> • Make key evaluation decisions <i>before</i> launching your program 	
Options	Special Considerations
WHO? <i>Who should be involved in the evaluation process?</i>	
<p><i>Who should be involved in the evaluation process?</i></p> <ul style="list-style-type: none"> • Program administrators • Mentors • Mentees • Prior Participants • Supervisors • Other stakeholders 	<p>Solicit feedback from individuals with diverse viewpoints and program experiences.</p> <p>Data collection may be more extensive for some individuals (mentors/mentees) vs. others (supervisors, other stakeholders).</p>
WHAT? <i>What should you evaluate?</i>	
<p><i>What should you evaluate?</i></p> <ul style="list-style-type: none"> • Orientation & training • Program administration <ul style="list-style-type: none"> ○ Coordination ○ Communication ○ Budget considerations • Participant growth & development <ul style="list-style-type: none"> ○ Job satisfaction, turnover, organizational commitment, skill development, career progression • Organizational outcomes 	<p>What you decide to evaluate should be clearly linked to your</p> <ul style="list-style-type: none"> • Organizational objectives [Step 1] • Your unique program design [Step 3]
HOW? <i>How will we use this data and conduct the evaluation?</i>	
<p><i>How will you use this data?</i></p> <ul style="list-style-type: none"> • Program improvement • Program funding • Public relations or recruiting • Personnel decisions 	<p>Both qualitative and quantitative data can be used for multiple purposes.</p>
<p><i>How will you conduct the evaluation?</i></p> <ul style="list-style-type: none"> • Surveys <ul style="list-style-type: none"> ○ Anonymous or signed? • Informal check-ins • Focus Groups • Interviews • Individual performance data • Organizational data 	<p>Tips</p> <ul style="list-style-type: none"> • Test your survey instruments prior to use. • Consider incentives/contests to increase response rate. • Optimize survey length to encourage participation – shorter surveys may produce a higher response rate.
<p>Is participation in the evaluation optional or mandatory?</p>	
WHEN? <i>When should you conduct the evaluation?</i>	
<p><i>When should you conduct the evaluation?</i></p> <ul style="list-style-type: none"> • Before the program • At regular intervals during the program • After the program 	<p>Maximize your response rate by collecting data when all participants are present:</p> <ul style="list-style-type: none"> • At orientation • During a closing event <p>Collecting pre- and post-program data allow you to assess growth and change.</p> <p>Collecting data during the program allows for course correction (in the case of program-level issues) or intervention (in the case of pair or group-level issues).</p> <p>If your program is successful, you may choose to continue it indefinitely. In this case, evaluation should be ongoing.</p>

Launch & Evaluate Your Program

Now that have completed this four step process, you are ready to launch and evaluate your mentoring program. Use your evaluation results as intended. Start the cycle again to refine, expand, or discontinue the program.

Example 1 – Software Company

Key Evaluation Components

Solicit feedback monthly from participants via company's internal app, surveys optional but incentives provided for completion, supervisor feedback at Month 3 and Month 6, use HR records to measure mentee turnover during program and after program completion

Example 2 – Nonprofit Healthcare Organization

Key Evaluation Components

Evaluation mandatory, early in the process program director speaks with each mentor and mentee to assess match suitability, supervisors rate mentee's leadership skills at months 0, 6, and 12, overall program evaluation at program conclusion, use of HR records to assess career trajectory of participants.