



**OFFICE OF THE HEAD OF THE
CIVIL SERVICE OF THE FEDERATION
THE PRESIDENCY**

FEDERAL PUBLIC SERVICE GUIDELINES



MENTORING

TABLE OF CONTENTS

Table of Contents	1
Overview	3
Definition of Terms.....	4
Foreword	5
1.0 Introduction	7
2.0 Aim.....	7
3.0 Objectives.....	8
4.0 Scope of Application	8
5.0 Key Principles and Practice of Federal Civil Service Mentoring Programme .	9
6.0 Benefits	10
7.0 Roles and Responsibilities	11
8.0 Key Processes for The Operationalization of The Federal Civil Service Mentoring Program	12
Strategies and Techniques for Mentoring.....	13
9.0 Benefits, Roles, Responsibilities of A Mentoring Relationship.....	14
9.1 Benefits of Mentoring for The Mentor:.....	14
9.2 Benefits of Mentoring for The Mentee Enable:	14
9.3 Federal Civil Service Mentors Responsibilities:.....	15
9.4 Responsibilities – Mentee:	16
10.0 Implementation Strategies	16
A Mentor Should Be Able To:.....	17
A Mentee Should Be Able To:.....	18
11.0 Workload Allocation.....	19
12.0 Mandatory Capacity Development	21
13.0 Training of Mentors	22
14.0 Federal Civil Service Mentoring Database.....	24
Monitoring, Evaluation, and Continuous Improvement	27
Monitoring and Evaluation Grid.....	27
15.0 Result-Driven M & E Mechanism	27
16.0 Mentoring Process (Rainer Grimm)	28
17.0 Mentoring Workshop and Training	29
18.0 Diversity Management Guidelines	29
19.0 Mentoring Resource Pack	29
Tools for The Mentors' Pack.....	29
Tools for The Mentee's Pack:	30
Tools Included In Both Packs:	30
20.0 Programme Implementation and Evaluation	30
21.0 Risk Management Framework	31
22.0 Change Management Acculturation Model for The Implementation of The Mentoring Program In The Federal Civil Service of Nigeria	31

22.1 Voluntary Nature of Mentorship In The Federal Civil Service With Incentives
 Opportunities32
 Professional Development Opportunities33
 Federal Recognition and Awards33
 Certificates and Endorsements33
 Social Impact Recognition34
23.0 Sustainability34
24.0 Implementation Strategy35
25.0 Funding Mechanism for Mentoring Program In The Federal Civil Service35
26.0 Conclusion36

OVERVIEW

The Federal Civil Service and its Ministries, Extra-Ministerial Departments and Agencies have over the years carried out Institutional Strengthening Programmes with concerted effort to Reform and Reposition the Service for effective and efficient Service Delivery. Key to this effort are the challenges of managing Capacity and Skills Gaps that has emanated from unplanned succession.

A significant number of Research have shown that, a major tool for addressing Organizational and Staff Succession, Performance Improvement challenges is the skillful involvement of a Mentoring Programmes that provides the needed Knowledge, Experience and Motivation for the management of succession planning and ensuring consistent performance improvement amongst Public Servants.

In this regard, in addressing the challenges that are emanating from the Leadership/Succession planning and Performance Improvement activities of the Federal Civil Service, a Mentoring Programmes has been designed and should be implemented in conjunction with the following policies, Federal Civil Service Leadership/Succession Planning, Performance Management, Incentive and Consequence Management Policy Framework and Guidelines.

The Federal Civil Service Mentoring Programme will accomplish the following:

- Address institutional gaps in the area of Performance Improvement, Leadership and Succession planning.
- Provide institutional knowledge and accountability for the Programme's success factors, and desired outcomes and evaluation of the scope and quality of Programme activities.
- Increase and ensure management support, thereby increasing employee participation and Programme success.
- Strive to increase the workforce perception that Mentoring Programme and services are career development and lifelong learning experiences.
- Increase awareness and ensure the Programme design includes Mentoring options that represent Federal Civil Service organizational diversity.
- Demonstrate buy-in to the Federal Civil Service leadership and management commitment to learning and development Programme through the Mentoring Programme.
- Ensure the Mentoring Programme is in compliance with the missions and objectives of Federal Civil Service as an organization.

DEFINITION OF TERMS

Mentoring Management is defined as a “deliberate pairing of more skilled or more experienced Person with a less skilled or experienced one, with the mutually agreed Goal of having the less skilled person grow and develop specific competencies”

Mentorship refers to a developmental relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person to develop in a specified capacity.

Mentoring is a developmental partnership through which one person shares knowledge, skills, information and perspective to foster the personal and professional growth of someone else. The power of Mentoring is that it creates a one-of-a-kind opportunity for collaboration, goal achievement and problem solving.

Mentoring is an effective Succession Planning Strategy that benefits the Mentees and the Organization in numerous ways, Mentoring Programmes it's a valuable tool in the recruitment, retention, Performance Improvement, Succession Planning, knowledge transfer, and work force development. Mentoring contributes to the promotion of Diversity in any Organization.

Mentor is defined as an individual with advanced experience and knowledge who are committed to providing support and upward mobility to their Mentees.

Mentee is the receiver of a Mentorship, weather it is formal or informal in which that person or staff receives special professional guidance, help and support from a more experienced person (Mentor).

FOREWORD

The Federal Civil Service Mentoring Program Guidelines and Policy for Mentoring is designed as a strategic tool to enhance talent management, foster Leadership development and ensure the Efficient Functioning of the Civil Service of the Federation. This Mentoring Initiative aligns with the broader policy goals of Leadership Management and succession Planning to improve Public Service delivery by creating a motivated, competent and resilient workforce, equipped to meet the challenges of modern governance.

Mentoring is a Powerful tool that allows the mentees to have hope in themselves and also a push in the right direction. Therefore, the Mentoring program Guideline and Policy is designed to foster professional development, enhance skills, and support career growth through structured mentoring training within the Federal Civil Service. It also aims to bridge the capacity gap between experienced professionals and emerging talents and eradicate the seemingly leadership development Challenge to value addition in service delivery.

By pairing seasoned Civil Servants with younger employees, the mentoring program seeks to build a sustainable workforce, promote employee retention, and cultivate a culture of continuous learning and excellence. The Mentoring scheme provides an effective platform for in-house capacity building that supports the Civil Service activities in the areas of Learning and Development, Leadership and Succession Planning, and Performance Management. The effective implementation of the Guidelines and the Policy is anchored on efficient operational processes and procedures with an operational Mentoring Scheme Database.

As a tool, the Mentoring Program Guidelines and Policy will enable the Ministries Departments and Agencies (MDAs) to identify, develop, and prepare employees for Leadership roles to ensure continuity in key positions. Through personalized guidance and support, Mentees will gain valuable insights into the intricacies of Public Service, while the Mentors will be contributing to shaping the next generation of Leaders.

This document is a product of a broad based participatory process involving stakeholders and partners within and outside the Civil Service of the Federation. This document was formally validated by stakeholders including all MDAs before final approval by the Executive Council of the Federation. I therefore commend it for implementation in the Civil Service.

A handwritten signature in red ink, appearing to read 'Didi Esther Walson-Jack', is positioned above the printed name.

Mrs. Didi Esther Walson-Jack, OON, mni
Head of the Civil Service of the Federation.

1.0 INTRODUCTION

The Federal Civil Service of Nigeria plays a pivotal role in the Administration and Governance of the nation, serving as the backbone of public service delivery and policy implementation. Recognizing the critical need for skilled and motivated personnel to meet the evolving demands of public service, the establishment of a comprehensive mentoring framework which is aligned to the Federal Civil Service needs is essential.

The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2017-2021, 2021-2025 plans and a successor plan of 2025 -2029 are comprehensive framework designed to guide and reshape the Federal Civil Service of Nigeria, with the primary goal of improving Efficiency, Professionalism, and Service Delivery across Government Institutions. FCSSIP consist of the following pillars: i. Capacity Building and Talent Management, ii. Performance Management System, iii. IPPIS- Human Resource, iv. Innovation, v. Digitalization Content Service and vi. Staff Welfare. The plan represents a critical Component of Nigeria's Public Sector reform Agenda and aims to modernize the Civil Service to better meet the needs of Citizens and Achieve National development objectives. It outlines strategic Priorities, Goals, and Initiatives aimed at enhancing service delivery, Governance, and Public Administration.

Federal Civil Service Mentoring Programme is committed to training and developing a versatile and competent workforce to meet the long-term needs of both individual Staff and the Organization. Federal Civil Service Mentoring Programme will serve as one of the Organizational tools developed to foster Civil Servants relationship with the Service and encourage a strategy that will guide the workforce to produce tangible results and outcomes for meeting Individual, Organizational, and National Objectives and Goals.

2.0 AIM

The Federal Civil Service Mentoring Programme aims to enhance the professional development of Civil Servants, fostering a culture of continuous learning and knowledge sharing. By pairing experienced Mentors with emerging Leaders and Junior Staff. The framework seeks to cultivate essential Skills, Promote best practices, Encourage Innovation within the Federal Civil Service.

3.0 OBJECTIVES

The two principal goals and objectives of Federal Civil Service Mentoring Programme are to:

- Align Mentoring as a lifelong learning tool
- Ensure the benefits of the Programme are understood across the Federal Civil Service.

Other Objectives are:

- Address institutional gaps in the area of Performance Improvement, Leadership and Succession planning.
- Provide a mechanism for ensuring that the difficulties that arise from Succession are addressed through a Mentoring Programmes
- Improve and Maximize the potential of Staff in readiness for future Roles and Responsibilities
- Harness the experience, knowledge and skills of staff of Federal Civil Service
- Provide a platform for continuous transfer of knowledge from Senior Staff to Junior Staff in Federal Civil Service.
- Provide a value-added experience to enhance formal learning Programmes such as the proposed Leadership and Succession Planning 'Leadership Training Programme'
- Attract and retain scarce skills in the Federal Civil Service.
- Provide management with a tool to simultaneously monitor and improve the abilities of both Junior and Senior Staff in the Federal Civil Service
- Align the Mentoring Programme to Federal Civil Service institutional strengthening reforms and initiatives such as Federal Civil Service Leadership Curriculum Programme and Performance Management initiatives.

4.0 SCOPE OF APPLICATION

The Mentoring Programme is applicable to all the Ministries, Departments and Agencies (MDAs) in the Civil Service of the Federation.

The Federal Civil Service Mentoring Programme Delivery is designed to provide Mentoring for all staff, however in Two Categories:

- The Mentoring Initiatives for Directors (Mentees) their pool of Mentors shall be drawn from Retired Permanent Secretaries, Retired Directors and Directors.
- All other staff (Mentee) shall draw their Mentors in line with the Mentoring Selection Procedures and Guidelines

4.1 Preferred Mentoring Model

The Federal Civil Service Mentoring Programme Recognizes and take Cognizance of the various Mentoring Models and Global best Practice, the preferred one in this context is the Formal Mentorship:

Formal Mentoring

This model is a planned initiative of the Service. It features specific guidelines and structure to the mentor-mentee relationship. The relationship, which usually has a defined duration of about 9-12 months, is focused on specific Service objectives. Most often, the mentor is selected for the mentee based on compatibility between the profiles of the mentor and mentee in conjunction with the specific goals of the Programme. Mentors are often at a higher level than the mentee, although a peer could be a mentor as well.

Informal Mentoring

The Informal mentorship, on the other hand, develops on its own between mentor and mentee, usually as a result of the latter recognizing and admiring some qualities of the former which he can learn and imbibe to improve his or her own life. Such informal mentorship is not characterized by any real structure or pattern of interactions.

Note: The Federal Civil Service will commence the Implementation of her Mentoring Programme by way of a Formal Mentorship

4.2 Duration of Federal Civil Service Mentoring Programme

The Federal Civil Service Mentoring Programme will be on going and continuous, however for a specific period of Three to Twelve (3-12) Months. After which it may be renewed, where appropriate and were it to be assessed as needed.

5.0 KEY PRINCIPLES AND PRACTICE OF FEDERAL CIVIL SERVICE MENTORING PROGRAMME

Formal Mentoring: All Federal Civil Service Mentoring Activities will be Formal and structured in its Approach and Practice.

OTHER PRINCIPLES:

- i. **Accountability:** Availability of a process for grievance and compliance
- ii. **Transparency:** Openness in the management of the scheme
- iii. **Reward and Recognition:** To motivate stakeholders

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

iv. **Equity:** The process of selection of mentors and mentees should be fair and transparent

6.0 BENEFITS

- Onboarding - Support recruits, trainees, and/or new staff members in understanding Federal Civil Service organizational values, vision, mission, and goals.
- Skills Enhancement - Share the skills and knowledge of successful, experienced, and highly competent staff to pass their expertise on to others who need to acquire specified skills.
- Organizational Development and Culture Change – Help communicate the values, vision, and mission of the Federal Civil Service, enabling a one-on-one relationship which can facilitate Staff understanding of the Federal Civil Service Culture and Change Reforms.
- Professional Identity – Contribute to understanding of what it means to be a professional in the work place.
- Career Development – Facilitate Staff career plan and growth. Mentoring will help Staff become resilient in times of change, more self-reliant in their careers, and more responsible in a self- directed manner.
- Leadership and Management Development – Encourage the development of leadership competencies, through the integration of the Mentoring Programme within Federal Civil Service Leadership Development Curriculum.
- Education Support – Help to bridge the gap between theory and practice. Formal education and training are complemented by the knowledge and hands-on experience of competent Mentors.
- Easier Recruitment and Induction: Mentoring help new recruited Staff to become accustomed to the work environment more easily; as a result, Staff become settled more quickly and therefore more productive more quickly. If supported properly at the start, Staff feel an increased sense of commitment and loyalty, therefore are likely to stay longer.
- Improved Staff Motivation: Mentors help Mentees to understand Federal Civil Service long term plans, they also help Mentees to make the most of learning opportunities available i.e. support for qualifications. Mentors helps Mentees see the career progression routes and how to get there.
- Management of the Corporate Culture: Mentoring is an opportunity to explore differences in organizational values and individual's values/behavior, it enables Mentees to tap into Federal Civil Service Values and Goals and helps to identify which behaviors are rewarded and not rewarded etc.
- Succession Planning: Mentoring is an opportunity to recognize the aspirations and potential of the Staff, it helps Senior Management to be familiar with the

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

Federal Civil Service Talent Pool; it provides opportunity for building organizational strength and values

7.0 ROLES AND RESPONSIBILITIES

The Federal Civil Service Mentoring Programme is designed to be led and managed by the Office of the Head of the Civil Service of the Federation (OHCSF) and anchored by the Service Policy and Strategic Office (SPSO), in collaboration with Career Management Office (CMO) and Ministries, Departments and Agencies (MDAs) Leadership involvement must be present at all levels of the Implementation of the Mentoring Programme.

Key responsibilities are assigned to the following:

ROLES	RESPONSIBILITY
Head of the Civil Service of the Federation (HCSF)	Lead on the implementation and management of Federal Civil Service Mentoring Programme
SPSO	- Deploy the Mentoring Programme and ensure it is sustained - Appoint a Mentor coordinator to facilitate Federal Civil Service Mentoring Programmes Implementation. - Launch and Pilot the Federal Civil Service Mentoring Programme across the MDAs
CMO	Integrate into career Management, Postings, Learning and Development e.g. On-boarding
Ministries, Departments and Agencies (MDAs)	- Provide interactive and challenging sessions that entails involvements - Review and make thorough and consistent evaluations of the participants progress - Provide support to guide and provide efforts of Mentors and Mentees to ensure to ensure successful Programme completion - Facilitate planning and managing participants assessments, tracking and scheduling activities, documentation of reporting requirements - Continuously review and evaluate Programme assignments and activities throughout the Programme cycles and ensure instructions are organized and procedures match relevant forms and checklist
Department/Unit Heads	Commit resources to train, direct, Mentor, and coach participants
Mentoring Coordinator (OHCSF/MDAs)	- Provide interactive and challenging sessions that entail involvement - Review and make thorough and consistent evaluations of the participants' progress - Provide support to guide and direct efforts of Mentors and Mentees to ensure successful Programme completion - Facilitate planning and managing participant's assessments, tracking and scheduling activities, documentation of reporting requirements Continuously review and evaluate Programme assignments and activities throughout the Programme cycles and ensure instructions are organized and procedures match relevant forms and checklists
Mentors	- Ensure understanding of roles and responsibilities. - Carry out the Mentoring roles in accordance with Federal Civil Service guidelines and criteria. - Work with the Mentee in developing an Individual Development Plan (IDP) - Understand how the organization manages its Programmes, create realistic work products, and model behavior - Study key core competencies needed to sustain a strong leadership environment Ensure Mentee work projects have start and end dates, and do not distract from the Mentee's official duties.

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

Mentees	• Ensure understanding of roles and responsibilities. • Carry out the Mentee roles in accordance with Federal Civil Service guidelines and criteria. • Meet routinely with Mentor • Actively participate in Mentoring activities and goal accomplishment • Provide feedback and recommendations for Programme improvement • Meet routinely with the Mentee to discuss and monitor progress • Provide feedback and recommendations for Mentorship improvement
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8.0 KEY PROCESSES FOR THE OPERATIONALIZATION OF THE FEDERAL CIVIL SERVICE MENTORING PROGRAM

ACTIVITIES	INPUT	RESPONSIBILITIES	COLLABORATING/ STAKEHOLDERS	TIME FRAME
Develop a Mentoring Strategy	- Develop a Mentoring Policy with processes, procedures, tools and templates - Seek approval of the Federal Civil Service Mentoring Program and implement - Identify a Preferred mentoring approach Formal Formal Mentoring Program to focus on: • Availability of system to evaluate the effectiveness of the Program • Capacity Building of both Mentors and Mentees assessing and monitoring their competence • Monitoring the effectiveness of guidelines • Monitoring the effectiveness of Contractual Arrangements	- OHCSF - SPSO - MDAs		3 months
Identify Stakeholders	- Incremental and Phased Approach to the Management of the Federal Civil Service Mentoring Program: Phase 1: Grade Level 12 – 14 Phase 2: Grade Level 08 - 10	- SPSO - LMSP - MDAs		3 months
Appoint Mentoring Co-ordinator	- Select a Service and MDAs Mentoring Coordinator (s) - Build Capacity of the Coordinator(s)	- SPSO - LMSP - MDAs/ HR		3 months
Recruit Mentors and Mentees	- Develop guidelines with confidentiality clause and criteria for the selection and management of Mentors and Mentees - Recruit/ interview Mentors and Mentees	- MDAs/ HR	-	3 – 6 months

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

Develop a profile for potential Mentors and Mentees	- Match Mentee with Mentor – allow choice	- MDAs/HR - MDA Mentor Coordinator(s)	-	3 months
Hold regular mentoring sessions	- Put in place a Quarterly Mentor, Mentee and HR coordinator meeting	- MDA Mentor Coordinator - LMSP	-	9 months
Build Capacity of Mentors and Mentees	- Induct Mentors and Mentees through Capacity Building			
Diversity Management	- Develop and implement Diversity Management Guideline to support the Mentoring Program	- LMSP - MDAs/HR		3 months
Monitor and Evaluate	- Develop Tools and Templates for Monitoring and Evaluating both the Effectiveness and Impact of the Mentoring Program	- LMSP - MDAs/HR	-	3 months

STRATEGIES AND TECHNIQUES FOR MENTORING

The Implementation of the Federal Civil Service Mentoring Program shall adapt and implement the 10 Steps Model as follow:

- i. Develop a Policy, and Guidelines to drive the effective implementation of the Federal Civil Service Mentoring Program.
- ii. Identify the purpose of the Mentoring Program (e.g., talent development, capacity building, succession planning).
- iii. Align goals with the strategic priorities of the Federal Civil Service.
- iv. Engage key stakeholders, including HCSF, Permanent Secretaries, Directors, and Departmental Heads.
- v. Obtain buy-in and allocate resources for program implementation.
- vi. Define the Preferred Mentoring structure.
- vii. Set up a governance Policy in the Guideline with clear Roles and Responsibilities.
- viii. Establish Institutional Arrangements and Guidelines for managing the Mentoring Program
- ix. Align the Mentorship Competency need with the Generic Competency Policy of the Federal Civil Service.
- x. Use the competency bank to match Mentors with Mentees based on developmental needs.
- xi. Develop transparent criteria for selecting Mentors and Mentees.
- xii. Ensure Diversity and Inclusivity in participation.
- xiii. Train Mentors on effective Mentoring skills (as in the Mentoring Guideline).
- xiv. Orient mentees on program expectations and relationship dynamics.
- xv. Use structured matching processes (as in the Mentoring Guideline).
- xvi. Allow mentees to provide input in the matching process where possible.
- xvii. Define Mentoring agreements, including confidentiality and boundaries.
- xviii. Establish a timeline, frequency of meetings, and deliverables (as in the

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

Mentoring Guideline).

- xix. Track progress through periodic feedback sessions and surveys.
- xx. Assess program impact on participants and organizational goals.
- xxi. Celebrate success stories and recognize exemplary mentors and mentees.
- xxii. Create a sustainability plan, including periodic reviews and updates

9.0 BENEFITS, ROLES, RESPONSIBILITIES OF A MENTORING RELATIONSHIP

Mentoring is a special partnership between two people based on commitment to the Mentoring process, common goals and expectations, focus, mutual trust and respect. Mentoring can also encompass activities that allow for transfer of knowledge and skills from one employee to others.

Both the Mentor and the Mentee give and grow in the Mentoring process. The Mentee can learn valuable knowledge from the Mentor's expertise and past mistakes and competencies can be strengthened in specific areas. Mentees will have the opportunity to establish valuable connections with higher level employees.

The success of Mentoring will depend on clearly defined roles and expectations in addition to the participant's awareness of the benefits of participating in the Mentoring Programme.

9.1 Benefits of Mentoring for the Mentor:

- i. Renews enthusiasm for the role of expert
- ii. Obtains a greater understanding of the barriers experienced at low levels of the organization
- iii. Enhances skills in coaching, counseling, listening, and modeling
- iv. Develops and practices a more personal style of leadership
- v. Demonstrates expertise and shares knowledge
- vi. Increases generational awareness

9.2 Benefits of Mentoring for the Mentee Enable:

- i. Effective use of Mentoring as a tool for Performance Improvement Plan (PIP)
- ii. Mentoring as an additional tool for learning and development
- iii. Sharper focus on what is needed to grow professionally
- iv. Furthers development as a professional in a higher-level position
- v. Gains capacity to translate values and strategies into productive actions
- vi. Complements ongoing formal study and/or training and development

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

- activities
- vii. Gains career development opportunities
- viii. Gets assistance with ideas and honest feedback
- ix. Demonstrates strengths and explores potential
- x. Increases career networks and receives greater agency exposure
- xi. Improves ability to express expectations, goals, and concerns
- xii. Receives knowledge of organizational culture

As participants reflect on being Mentored, time should be devoted to determine the qualities desired in a Mentor and what you would like to gain from the partnership.

The Federal Civil Service Mentoring Programme Coordinator can use the questions below to help respond to the Mechanism for Mentee Application:

- Do you need a Mentor who has gone on the same career path you would like to follow?
- Do you need a Mentor who has modeled the competencies you would like to strengthen?
- Do you need a Mentor who has skills you currently don't have but wish to acquire?
- Do you need a Mentor who will be a good sounding board for your goals?

9.3 Federal Civil Service Mentors Responsibilities:

- i. Build capacity on how to Mentor in the Federal Civil Service
- ii. Adhere to all Mentoring Confidentiality Guidelines
- iii. Meet with your Mentee and/or engage in Mentoring activities in-person (one-on-one)
- iv. Share experience, expertise and professional success in the organization
- v. Explain how the organization is structured to build Mentee's expertise and knowledge.
- vi. Support the Federal Civil Service organization's mission, vision, and goals
- vii. Look for experiences that will stretch the Mentee (i.e., shadowing during meetings, suggested readings, etc.)
- viii. Stay accessible, committed, and engaged during the length of the Programme
- ix. Listen well
- x. Provide open and candid feedback
- xi. Offer encouragement through genuine positive reinforcement

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

- xii. Be a positive role model
- xiii. Share “lessons learned” from own experiences
- xiv. Be a resource and a sounding board within the context of the Mentoring expectations
- xv. Let the Mentoring Programme Coordinator know as soon as possible if you are having a problem engage with your Mentee.

9.4 Responsibilities – Mentee:

- i. Build your capacity on the role and Responsibilities of a Mentee in the Federal Civil Service
- ii. Adhere to all Mentoring Confidentiality Guidelines
- iii. Meet with your Mentor each month and/or engage in Mentoring activities in person (or on the telephone as a backup)
- iv. Be proactive about contacting your Mentor and scheduling meetings
- v. Commit to self- development
- vi. Assume responsibility for acquiring or improving skills and knowledge
- vii. Discuss individual development planning with the Mentor
- viii. Be open and honest on goals, expectations, challenges, and concerns so others can help you
- ix. Prepare for meetings and come with an agenda
- x. Actively listen and ask questions
- xi. Seek advice, opinion, feedback, and direction from the Mentor
- xii. Be receptive to constructive criticism/feedback and ask for it
- xiii. Keep your conversations confidential
- xiv. Respect the Mentor's time and resources
- xv. Stay accessible, committed, and engaged during the length of the Programme
- xvi. Comfortably give feedback to the Mentor on what is working or not working in the Mentoring relationship
- xvii. Inform the Mentoring Co-Ordinator to know as soon as possible if you are having a problem connecting with your Mentor.

To maximize the outcome of this experience and ensure that Mentors derive value from their time they dedicate to Mentee career development, it's recommended that Mentees devote a minimum of 3 hours per month to Programme activities.

10.0 IMPLEMENTATION STRATEGIES

Compliance Strategy

The thrust of this strategy is to align the implementation process with the intent and purpose of the Programme's core purpose, strategic focus, key objectives, guiding

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

principles, target beneficiaries and key benefits, preferred mentorship models and scope of application as already stated in the foregoing Part 1: Introduction and Context.

10.1 Leadership Development Strategy

The major thrust of this strategy is to ensure that Civil servants demonstrate appropriate application of the leadership competency model, as contemplated in the *LMSP* document and the above-stated *core purpose* of this *Mentorship Programme*, across all the levels of the Federal Civil Service.

This shall be achieved via the earlier stated Mentoring model and the mandatory capacity development scheme, notably, institutional capacity strengthening, training of Mentors, Mentees, by Programme Coordinators, MDA-level Programme Coordinator, and M and E Team.

10.2 Preferred Model

Formal Mentoring: This model is a planned initiative of the Service. It features specific guidelines and structure to the mentor-mentee relationship.

- i. The relationship, which usually has a defined duration of about 9-12 months, is focused on specific Service objectives.
- ii. The Mentor is selected for the Mentee based on compatibility between the profiles of the Mentor and Mentee in conjunction with the specific goals of the Programme.
- iii. Mentors are often at a higher level than the Mentee, although a peer could be a Mentor as well.

10.3 Eligibility Criteria

An officer's post, aptitude, and personal characteristics are important factors for qualifying as a mentor. These include:

- i. Reasonable degree of Seniority;
- ii. Demonstrable interest in Mentoring;
- iii. Adequate knowledge and experience in the relevant mentoring field;
- iv. Acceptable educational qualifications and experience;
- v. Willingness to spend time and resources to take on this responsibility, etc.

A Mentor should be able to:

- i. Explain how the organization is structured
- ii. Be respected as an experienced and successful professional in the organization

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

- iii. Support the organization's mission, vision, and goals
- iv. Stay accessible, committed, and engaged during the length of the Programme
- v. Listen well
- vi. Offer encouragement through genuine positive reinforcement
- vii. Be a positive role model
- viii. Share "lessons learned" from their own experiences
- ix. Be a resource and a sounding board

10.4 Selection Criteria

Selection of mentors shall be undertaken mainly through:

- i. Delegation and selection on the approval of the HCSF;
- ii. Request from a senior officer to act as mentor to an identified and suitable employee;
- iii. Nomination by the MDAs;
- iv. Outsourcing of eligible expert

A Mentee should be able to:

- i. Commit to self-development
- ii. Assume responsibility for acquiring or improving skills and knowledge
- iii. Discuss individual development planning with their Mentor
- iv. Be open and honest about his/her goals, expectations, challenges, and concerns
- v. Actively listen and ask questions
- vi. Seek advice, opinion, feedback, and direction from his/her Mentor
- vii. Be open to constructive criticism/feedback and ask for it
- viii. Respect the Mentor's time and resources
- ix. Stay accessible, committed, and engaged during the length of the Programme
- x. Comfortably give feedback to the Mentor on what is working or not working in the Mentoring relationship

10.5 Eligibility and Selection Criteria

- i. All Permanent and Pensionable employees on Grade Level 07-17, who have no pending disciplinary case, shall be eligible to apply for participation in the Mentorship Programme.
- ii. Staff identified in need of Mentoring as part of the Performance Improvement Plan (PIP) shall be given priority.
- iii. Selection shall be subject to availability of a mentor with the required Competence for meeting the Mentee's Personal and Professional Development needs.

10.6 Mentors and Mentees Contract

The following three types of contract shall be in force.

- i. Between Mentors and Mentees;
- ii. Between a Department and Mentors; and
- iii. Between a Department and outsourced Mentors.

The specific terms and conditions for every type of contract shall be spelt out in the letter of engagement and/or contract agreement.

10.7 Contract Termination

In the event of violation of the contract terms and conditions, which cannot be resolved through the emplaced grievance redressal mechanism, either of the parties may initiate termination. The termination shall follow the process set out in the *Mentorship Implementation Manual*.

11.0 Workload Allocation

Though details of the workload allocation are contained in the Mentorship Implementation Manual, the applicable guiding principles are that the Mentor's workload allocation shall be guided by the:

- i. Duration of the mentoring Programme;
- ii. Frequency and duration of contact and on-line sessions with the mentee(s); and
- iii. Number of mentees per mentor.

11.1 Tasks

The Mentor shall:

- i. Report on the mentee's progress of work;
- ii. Facilitate the mentee's professional growth;
- iii. Provide the mentee with the required information, guidance, encouragement and constructive feedback comments;
- iv. Assist in the evaluation of the mentee's plans and decisions;
- v. Maintain mutual trust and respect with the mentee;
- vi. Attend all scheduled meetings with the mentee;
- vii. Introduce the mentee to the complexities of the workplace corporate structure, politics and decision-making process; and
- viii. Create a safe learning environment for the mentee.

11.2 Attitude

In order to fulfill their responsibilities effectively, mentors shall demonstrate the required critical leadership and professional attributes, a specimen of which includes:

- i. Sensitivity;

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- ii. Empathy;
- iii. Flexibility;
- iv. Tolerance;
- v. Responsiveness;
- vi. Caring;
- vii. Creativity;
- viii. Innovativeness;
- ix. Strategic thinking;
- x. Problem solving;
- xi. Visionary;
- xii. Clear communication skills;
- xiii. Self-control;
- xiv. Motivation;
- xv. Ethics;
- xvi. Commitment to duty, etc.

11.3 Mentee

Eligibility and Selection Criteria

All permanent and pensionable employees on Grade Level 07-14, who have no pending disciplinary case, shall be eligible to apply for participation in the Mentorship Programme. However, selection shall be subject to availability of a mentor with the required competence for meeting the mentee's personal and professional development needs.

11.4 Agreement: Engagement and Termination

Engagement Agreement

Two types of engagement agreement shall be operated:

- Between Mentors and Mentees; and
- Between a Department and Mentees.

The specific terms and conditions for every type of agreement shall be spelt out in the letter of engagement.

11.5 Agreement Termination

In the event of violation of the terms and conditions of the engagement agreement, which cannot be resolved through the emplaced grievance redressal mechanism, either of the parties may initiate termination. The termination shall follow the process set out in the Mentorship Implementation Manual.

11.6 Workload Allocation

Though details of the workload allocation are contained in the Mentorship Implementation Manual, the applicable guiding principles are that the Mentee's

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

workload allocation shall be guided by the:

- Duration of the mentoring Programme;
- Frequency and duration of contact and on-line sessions with the mentor; and
- Number of mentees under the mentor.

11.7 Attitude and Approach

Generally, mentees shall be expected to assume a pro-active and self-directed attitude towards their own empowerment and skills development. Specifically, they shall be expected to:

- Be willing to learn from the mentor and be an active learner for lifelong learning;
- Take responsibility for their own self-development and show creativity in suggesting other development areas to the mentor;
- Be competent communicators with the ability to express their ideas, concerns and problems to the mentor;
- Acquire well-developed listening skills in order to understand colleagues and co-workers as well as their mentors; and
- Take the initiative of becoming problem-solving officers.

12.0 MANDATORY CAPACITY DEVELOPMENT

Institutional Capacity Strengthening

The basic focus is on bolstering the competency of the implementing MDAs and the Program's implementation sessions to effectively tackle the earlier stated Notable Constraints. This will lead to providing an enabling environment for an efficient and effective Program implementation.

Specifically, the implementing MDAs shall be encouraged to upgrade their existing workplace infrastructure and tools, and/or procure those relevant ones that are unavailable. Also, the implementing MDAs shall be encouraged to develop the relevant skills and abilities of their officers involved in managing the Program implementation.

12.1 Capacity Strengthening of the OHCSF Implementation Steering Committee

Periodic meetings shall be held with a focus on deepening and broadening the Committee's operational understanding of the:

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. Committee's prescribed Terms of Reference.

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

- iii. Cutting-edge advances in the mentorship field in the Federal Civil Service; etc.

12.2 Capacity Strengthening of the OHCSF Programming Implementation M & E Team

Periodic (Bi-Annual) meetings shall be held with a focus on deepening and broadening the Team's operational understanding of the:

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. M & E Team's prescribed responsibilities.
- iii. Cutting-edge advances in the mentorship field in the Federal Civil Service; etc.
- iv. Requisite deliverables and assessment methodology.

12.3 Capacity Strengthening of the Central Grievance Redressal Committee

Periodic (Annually) meetings shall be held with focus on deepening and broadening the Committee's operational understanding of the:

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. Committee's prescribed Terms of Reference.
- iii. Cutting-edge advances in the mentorship field in the Federal Civil Service; etc.
- iv. Equitable methods of grievance redress systems and processes.

12.4 Capacity Strengthening of the MDA-level Grievance Redressal Committee

Periodic (Bi-Annual) meetings shall be Facilitated by the Leadership Management and Succession Planning Department (LMSP) shall be held with a focus on deepening and broadening the Committee's operational understanding of the:

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. Committee's prescribed Terms of Reference
- iii. Cutting-edge advances in the mentorship fields in the Federal Civil Service; etc.
- iv. Equitable methods of grievance redress systems and processes.

13.0 TRAINING OF MENTORS

The focus shall be, inter alia, a curriculum focused on deepening and broadening the Mentor's operational understanding of the:

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. Effective mentoring principles, skills, and methodology;
- iii. Mentor's prescribed tasks and attributes.
- v. Cutting-edge advances in the mentorship field in the Federal Service; etc.

13.1 Training of Mentees

The focus shall be, *inter alia*, on deepening and broadening the Mentee's operational understanding of the:

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. Effective learning and development skills in mentoring.
- iii. Mentee's goal setting for career development.
- iv. Mentee's prescribed tasks and attributes.
- vi. Cutting-edge advances in the mentorship field in the Federal Civil Service; etc.

13.2 Training of the Program Implementation Coordinator

The focus shall be, *inter alia*, on deepening and broadening the coordinator's operational understanding of the:

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. The coordinator's expected prescribed tasks and attributes.
- iii. Cutting-edge advances in the mentorship field in the Federal Civil Service; etc.

13.3 Training of the MDA-level Program Implementation Coordinator

The focus shall be, *inter alia*, on deepening and broadening the MDA-level Program Implementer's operational understanding of the:

- i. Program's defining characteristics i.e. context, core purpose, strategic focus, key objectives, guiding principles, scope of application, target beneficiaries and key benefits, preferred mentoring models, notable constraints, critical success factors, implementation strategies, and sustainability.
- ii. Coordinator's prescribed tasks and attributes.
- iii. Cutting-edge advances in the mentorship field in the Federal Civil Service; etc.

14.0 FEDERAL CIVIL SERVICE MENTORING DATABASE

The Federal Civil Service shall Develop and Deploy a Mentoring Database. This is a tool or system designed to manage and track mentoring relationships within an organization or community. It helps facilitate the matching of mentors and mentees, monitors progress, and stores relevant information to improve the mentoring process.

The Federal Civil Service shall deploy a centralized Mentoring Database that is accessible to all MDAs with the following features:

14.1 Mentoring Database Mechanism And Features

Mentor and Mentee Profiles:

xvii. Mentor Profile: Includes details like expertise, experience, availability, and preferred mentoring approach.

xviii. Mentee Profile: Includes goals, career aspirations, preferred mentoring style, and areas needing guidance.

xix. Matching Algorithm:

xx. Matches mentors and mentees based on shared interests, goals, and expertise. This can be manual or automated.

xxi. Tracking and Reporting:

xxii. Allows tracking of mentoring progress, milestones, and meetings. Reports on mentor-mentee relationships, including their effectiveness, can be generated.

xxiii. Communication and Scheduling Tools:

xxiv. Integrated calendar for scheduling meetings.

xxv. Messaging or communication tool for easy interaction between mentors and mentees.

xxvi. Search Functionality:

xxvii. Allows users to search for mentors or mentees based on specific criteria such as expertise, location, or availability.

xxviii. Security and Privacy:

xxix. Ensures the confidentiality of all personal information.

14.2 Programme Documents

The following documents will be provided to support a smooth process for potential Mentees and Mentors, to implement, evaluate and continuously improve the Mentoring Programme:

- **Application:** Mentee and Mentors must apply to participate in the Mentoring Programme by completing an application to be submitted to their Heads of Department for approval before submitting it to the Human Resources Department.

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

- **Targeted Matching:** An exception is made for targeted matching of staff arising from Performance Management, Performance Improvement Plan/ Career Development and Consequence Interventions.
- **Confidentiality Agreement:** The Mentoring Programme must be a safe environment for Mentees and Mentors to freely share information with one another. To help build trust, they must be able to establish clear boundaries on how the shared information is to be treated.
- **Mentoring Agreement:** The Mentoring Agreement establishes how and when the Mentee and Mentor will meet.
- **Mentee Action Plan:** To determine activities that ensure Mentoring goals are met; a Mentee Action plan is a must. The Mentee will complete the plan with help from the Mentor.
- **Mentoring Log:** The Mentee and Mentor should record their meetings and activities to show progress achieved and assist with end-of-Programme feedback.
- **Evaluation:** At the mid-point of the Programme and at the end, Mentees and Mentors will be asked to evaluate the Programme. Their input will help make any necessary adjustments to ensure the Programme remains effective. For targeted Mentoring pairs, a competency assessment tool will be used at the start and end of the Mentoring relationship.

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

14.3 Key Steps to Successful Implementation of the Federal Civil Service Mentoring Programme

ACTIVITIES	ACTIONS
Recruitment and campaign	Encourage a Federal Civil Service Mentoring Campaign, and generate a bank of Mentors. Finding Mentors can be done in some of the following ways: Checklist of ideas • Leaflet campaign • Communications and Management Meetings • Posters Adverts in the MDAs • Newsletters of MDA
Information Pack	An information pack should be sent out including the following items: • Information about Mentoring Programme • Role Description • Person Specifications • An invitation to a Mentoring Open Day The aim of the information pack is to generate interest. Consider the following: • What are the skills we are asking Mentors to bring? • Are we clear about the benefits of the Mentors? Structured training, regular supervision, opportunity to expand skills and to enhance Mentee career Development
Skills and Expertise	List of Desirable skills for Mentors • The ability to establish and develop a relationship based on equal responsibility and respect • Sensitivity to persons from different educational, economic, culture or ethnic backgrounds • A willingness to be involved with Mentees to help him/her achieves their personal goal • The ability to communicate with Mentees openly and non-judgmentally • The ability to suggest options and alternative combined with practical problem solving skills • The ability to listen; really hearing what the other person is trying to say • The ability to maintain confidentiality • Punctuality and reliability
Sensitization	The information covered during an Open Day should cover the following: • Introduction to the Mentoring Programme • Aims of the Federal Civil Service Mentoring Programme • Who are those involved? • What are the expectations from the Mentors? • What Mentors can expect from the Programme • Training / accreditation • The screening process • Time frames
Screening of Mentors	Screening is an essential element of the recruitment process. It is important to keep in mind because the need for screening. It is to ensure suitability How do you screen: Discussion will cover Mentor suitability • Motivation • Commitment • Ability to sustainable the Mentorship
Mentors Interviews	• Interviews are designed to identify the strengths and developmental needs of Mentors and their suitability to work with vulnerable Mentees. • The aim of the interview is to establish if with the help of supervision, Mentors have acquired a good understanding of the issues affecting Mentees at risk for various reasons using the managing differences principles from the plan. • Interviews are usually held after the training has taken place. This gives you the chance to pick up on any issues that arose during the training. • If a prospective Mentor is deemed unsuitable, it is important to feed back to individuals on why they at this stage have been found unsuitable for pairing. • This will help their personal development. This should be done sensitively and in a private environment. • Questions for Mentors must be geared towards getting answers that will establish knowledge, competence, skills, confidence and commitment.

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

Monitoring, Evaluation, and Continuous Improvement

- The mentoring program shall include a robust *Monitoring and Evaluation* (M&E) Policy to track participation, progress, and impact.
- Key Performance Indicators (KPIs) shall be established to assess the effectiveness of mentoring relationships and inform policy improvements.
- Regular feedback mechanisms shall be implemented to enhance the mentoring experience and ensure alignment with civil service transformation goals.

MONITORING AND EVALUATION GRID

Activities	Output	Responsibilities	Collaboration/ Stakeholders	Time Frame
Quarterly Monitoring and Evaluation of the Federal Civil Service Mentoring Program	- Develop Tools and Templates - Setup quarterly meetings for monitoring and evaluation - Quarterly Reports to be submitted to OHCSF	OHCSF/ LMSP		9 – 12 months
Develop and Implement a Feedback System	- Design and implement a feedback survey questionnaire - Prepare and produce report for Federal Civil Service Management	- HR Division - Consultant/ OHCSF		9 – 12 months
Quality Assure the FEDERAL CIVIL SERVICE Mentoring Program	6 monthly Quality Assurance through Questionnaire Feedback - Prepare and produce Report for Federal Civil Service Management	- OHCSF/ SPSO/LMSP - Consultant		9 – 12 months

15.0 RESULT-DRIVEN M & E MECHANISM

The implementation of this Mechanism is based on dual complementary principles and purposes:

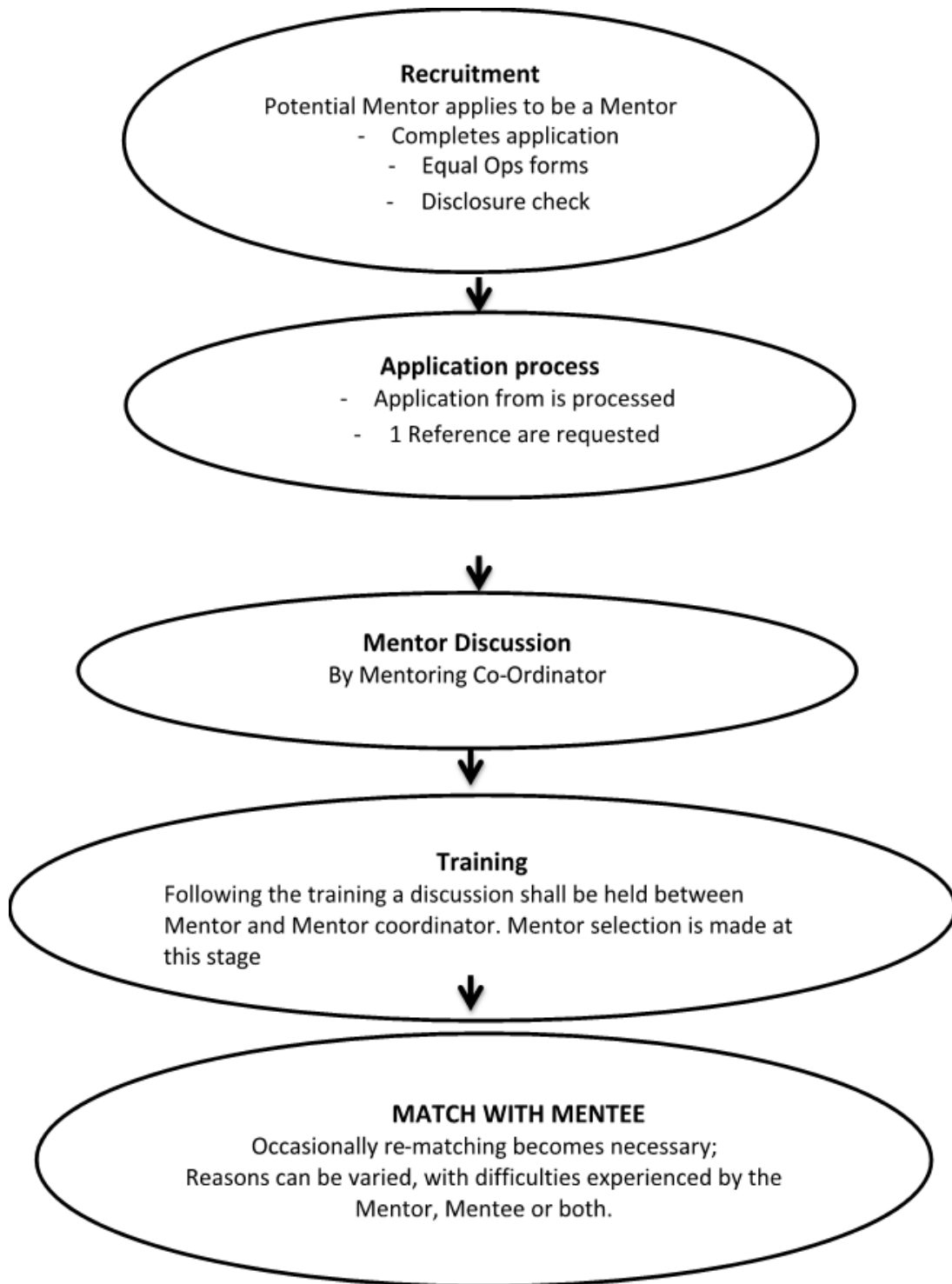
Monitoring

- i. Tracking the implementation process to ascertain the level of achievement of the targets as contemplated in the Program's core purpose, strategic focus, key objectives, guiding principles, scope of application, key benefits; and
- ii. Providing the basis for the Program's evaluation.

Evaluation

- i. Assessing the impact of the Program implementation on the target beneficiaries i.e. Service, Mentor, and Mentee; and
- ii. Providing the basis for the Program's sustainability or otherwise.

16.0 MENTORING PROCESS (RAINER GRIMM)



17.0 MENTORING WORKSHOP AND TRAINING

Training Workshops can be planned on any topic that supports the Mentees, Mentors, and the Programme to meet organization's goals. Below is a short listing of ideas to consider:

- A particular topic centered to the Federal Civil Service Mentoring goals
- Key Competencies required by most Mentees
- Team-building activities to enhance the relationships and develop rapport
- Integrate: How to Mentor Module into Federal Civil Service Capacity Building Programmes and Learning Systems

Guest speakers or In-House experts maybe be invited to lecture participants on any topic to help meet Federal Civil Service Mentoring goals.

18.0 DIVERSITY MANAGEMENT GUIDELINES

A Diversity Management Guideline should be applied to the Management of the Federal Civil Service Mentoring Programme

18.1 Equal Access and Inclusivity

- The Mentoring Programme is committed to ensuring that all Staff that are managed under the Mentoring Initiative is not disadvantaged as a result of their Diversity such as the Differences in Race, Ethnicity, Gender, Age, Disability and Religion.
- In the context of Mentoring Programme, Diversity Management and Inclusivity would involve creating an Environment that Respects Values, and Leverages on the unique attributes of all employees while ensuring Fair and Equitable Participation and Outcomes.
- MDAs are expected to put in place Mechanisms Actions, Processes, Procedures and Structures that allows for Efficient Delivery of Programme Services to Staff.
- Development and Implementation of Annual Staff Satisfaction Survey on Diversity and Inclusivity by OHCSF/SPSO and MDAs

19.0 MENTORING RESOURCE PACK

A. The following resource pack should be made available:

Tools for the Mentors' Pack

- Application Form
- Mentor benefits
- Mentor Responsibilities
- Ideas to assist your Mentee

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- Effective Questioning tips
- Giving feedback
- Tips for being a good listener

Tools for the Mentee's Pack:

- Application form
- Mentee benefits
- Mentee Responsibilities
- How to receive feedback

Tools included in both Packs:

- Confidentiality Agreement
- Mentoring Agreement
- Mentee Action Plan
- Mentoring Log

20.0 PROGRAMME IMPLEMENTATION AND EVALUATION

The following is an outline of steps that Federal Civil Service Mentoring Programme needs in order to sustain its Implementation:

- Create Mentor/Mentee pairings based on compatibility from application forms or targeted matches for new hires entering specific occupations.
- Conduct an Orientation Session.
- Conduct Planned Activities.
- At the mid-year or mid-point of the Programme, ask all Mentees and Mentors to complete the mid-point evaluation form. Take actions as necessary based on the evaluations.
- Conduct a completion (Graduation) ceremony.
- Evaluate each step of the implementation.
- At the conclusion of the completion graduation ceremony, conduct an overall Programme evaluation with the Mentors and Mentees.
- Conduct a follow-up evaluation three months after the completion of the Programme to measure the success of the Programme.
- Conduct the final evaluation and take action as necessary prior to launching the next Programme cycle.
- Provide Incentive, Reward and Recognition Mechanisms for Mentors.

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

21.0 RISK MANAGEMENT FRAMEWORK

Risk	Mitigating Response
Uncoordinated Communication Campaign	• Be vigilant in linking and/or sequencing activities • Pay attention to timelines and lead-time to ensure actions are taken in a timely manner
No budget	• Downsize expectations • Get creative with no-cost options • Partner with other Stakeholder's to share resources
Late Decisions and Missed deadlines	• Communicate the risk to senior management the implications of missed deadlines and unmade decisions
Senior managers/champion/sponsor does not send messages	• Communicate to senior management the importance of Leadership Support for meeting stated goals • Assist senior management with drafting communications • Leverage strategic forums, such as L&D Board of Directors meetings, internal Team/Staff Meetings, Training Managers Meetings, DVU, etc.
Employees are unmotivated to participate in the Mentoring Programme; PR campaign is stalling	Change Management and Acculturation for Staff buy in and ownership of the Mentoring Programme.

22.0 CHANGE MANAGEMENT ACCULTURATION MODEL FOR THE IMPLEMENTATION OF THE MENTORING PROGRAM IN THE FEDERAL CIVIL SERVICE OF NIGERIA

Change Management and Acculturation Principles should drive the implementation of the Mentoring Program in the Federal Civil Service and its MDAs, this will focus on:

- The need to ensure the Mentoring Program Change Management and Acculturation principles and practice are derived from Kotter's 8-Step Change Management Model.

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In this regard, it is expected that to drive effective knowledge sharing, knowledge infusion and Awareness about Mentoring the following activities should be implemented:

- Integration of Change Management Principles and Practice into mentoring capacity-building training across all grade levels in the Federal Civil Service.
- Branding and providing clarity of Mentoring Implementation messages across MDAs to support its effective Internalization.
- Mentoring Program branding materials are to be displayed at critical locations where staff can see the Mentoring Messages.
- All Meetings both at Senior Management and Junior Staff Levels across Departments, Divisions, and Units must have a standing matter on the agenda on Mentoring Implementation in the Ministry.

22.1 Voluntary Nature of Mentorship in the Federal Civil Service with Incentive Opportunities

Mentorship in the Federal Civil Service shall be recognized as a voluntary activity, undertaken by experienced officers to guide, support, and develop future leaders. While participation as a mentor is not mandatory, incentives and recognition may be provided to encourage engagement, commitment, and excellence in the mentoring process such as:

1. Monetary Incentives

- **Description:** Provide financial rewards or allowances to mentors for their time and efforts.

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- **Options**
- Reimbursement for expenses incurred during mentoring activities.

Benefits:

- Acts as a direct reward for the mentor's commitment.
- Encourages long-term participation.

ii. Non monetary Incentives

Professional Development Opportunities

- **Description:** Offer Mentors access to training Programs, Certifications, or advanced leadership courses.
- **Options:**
 - Sponsorship for workshops, conferences, or seminars on leadership and mentoring.
 - Priority enrolment in professional development initiatives under FCSSIP25.
 - Access to exclusive online learning platforms or mentoring resources.
- **Benefits:**
 - Builds the mentor's skills and enhances their professional growth.
 - Aligns with the mentor's career advancement goals.

Federal Recognition and Awards

- **Description:** Celebrate and acknowledge mentors' contributions publicly.
- **Options:**
 - Annual "Mentor of the Year" awards or certificates of excellence.
 - Features in newsletters, civil service publications, or social media platforms.
 - Federal acknowledgment during official events or Civil Service Week celebrations.
- **Benefits:**
 - Boosts the mentor's morale and sense of accomplishment.
 - Enhances the mentor's reputation and professional standing.

Certificates and Endorsements

- **Description:** Provide formal documentation of the mentor's involvement.
- **Options:**
 - Certificates of Recognition signed by Senior Management.
 - Letters of recommendation highlighting their mentoring role.
 - Inclusion of Mentoring Achievements in Performance Appraisals.

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- **Benefits:**
 - Adds credibility to the Mentor's Portfolio.
 - Enhances their eligibility for future Career Opportunities.

Social Impact Recognition

- **Description:** Emphasize the Mentor's role in shaping future Leaders and Contributing to National Development.
- **Options:**
 - Testimonials from Mentees highlighting the Mentor's impact.
 - Invitations to represent the Civil Service in Mentoring-Related forums or Conferences.
 - Stories of successful Mentorship outcomes are shared in Official Communications.
- **Benefits:**
 - Reinforces the Mentor's sense of Purpose and Fulfilment.
 - Encourages Mentors to remain Committed to the Program.

Incentivizing mentors in the Federal Civil Service is vital to sustaining a robust Mentoring Program under the FCSSIP25. A combination of Monetary Rewards, Professional Development, Recognition, and Non-financial benefits will ensure Mentors remain motivated and committed to nurturing the next Generation of Leaders in the Federal Civil Service.

23.0 SUSTAINABILITY

To ensure sustainability of the Mentorship Program, the next critical steps shall include the following:

- i. Upholding the development of required skills and knowledge towards realizing a modern Federal Civil service that provides world-class service for sustainable national development.
- ii. Obtaining sustained support of the critical stakeholders, especially Government.
- iii. Conducting periodic performance progress reviews for consolidating gains and promptly tackling emerging challenges.
- iv. Undertaking periodic review of the Program Implementation Manual.
- v. Sustaining documentation of the implementation process.
- vi. Undertaking periodic benchmarking with global best practices;
- vii. Undertaking a five-yearly review of the Mentorship Program for strategic alignment with emerging Government Policies; and
- viii. Supporting sustained Advocacy and Communication.
- ix. Consistency in funding

FEDERAL PUBLIC SERVICE MENTORING GUIDELINES

24.0 IMPLEMENTATION STRATEGY

The following activities should underpin the implementation of the Federal Civil Service Mentoring Program.

S/N	ACTIVITIES	RESPONSIBILITY	TIME-FRAME
1	Sensitize Management on the Federal Civil Service Mentoring Program and Seek Approval	SPSO (LMSP)	
2	Sensitize stakeholders and Build Ownership	SPSO (LMSP)	
3.	Develop Mentoring Program Guidelines and Criteria	SPSO (LMSP)	
	Select Mentoring Coordinator and Champions	SPSO (LMSP) MDAs	
4.	Develop and implement Tools and Templates for the Management of the Mentoring Program	SPSO (LMSP)	
5.	Launch the Mentoring Program	SPSO (LMSP)	
6.	Monitor and Evaluate for Effectiveness and Impact	SPSO (LMSP) MDAs(HR)	

25.0 FUNDING MECHANISM FOR MENTORING PROGRAM IN THE FEDERAL CIVIL SERVICE

Implementing a mentoring Program in the Federal Civil Service requires a structured and sustainable funding mechanism. The goal is to ensure that adequate resources are allocated to support the development, implementation, and monitoring of the Program, aligning with the objectives of the **FCSSIP25 and subsequent Policies..**

Below is a Policy for a funding mechanism:

The Program implementation shall be financed from the following three streams:

- Annual Budgetary Appropriation;
- Public-Private-Partnership; and
- Other Creative Financing Programs.

Federal Government Budgetary Allocation

Description: Allocate specific funds for the mentoring Program as part of the Federal Civil Service annual budget.

Advantages:

Guaranteed funding as part of the civil service reform budget.
Enables government oversight and accountability.

Partnership with Development Partners and Donor Agencies

Description: Collaborate with international organizations, NGOs, and donor agencies to secure financial and technical support for mentoring Programs.

Advantages:

Provides supplementary funding to complement government budgets.

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Access to global best practices and expertise.

Internally Generated Revenue (IGR)

Description: MDAs can use a portion of their internally generated revenue to fund mentoring initiatives.

Advantages:

Encourages MDAs to be self-sufficient and innovative in funding HR Programs.
Reduces over-reliance on federal budgets.

Public-Private Partnerships (PPPs)

Description: Engage private sector organizations to co-fund and support mentoring Programs.

Advantages:

Encourages Collaboration between the Federal and Private sectors.
Access to Resources, Expertise, and Networks from the Private Sector.

Training Funds and Levies

Description: Use funds from mandatory training levies or contributions earmarked for employee development.

Advantages:

Ensures consistent funding for employee development initiatives.
Directly aligns with the mandate of capacity building.

A sustainable and diversified funding mechanism is critical to the success of the mentoring Program in the Federal Civil Service. By combining government funding, partnerships, and innovative financing models, the Program can be effectively implemented, supporting the broader goals of the **FCSSIP25** and driving Federal Civil service excellence.

26.0 Conclusion

The designed Federal Civil Service Mentoring Program provides an effective platform for In-house Capacity Building, Leadership Capability and Talent Management, Learning and Development, Succession Planning, and Performance Management. The Mentorship Initiatives build on the reform activities of the Federal Civil Service, with a focus on FCSSIP's six (6) pillars. It is however pertinent, that the implementation of the Mentoring Program is anchored on an effective and efficient Operational Process and Procedures which are under-pined by a Functional Mentoring Program Database.

