



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

FEDERAL PUBLIC SERVICE POLICY



MENTORING

ABBREVIATIONS

Asst.	Assistant
CMO	Career Management Office
DPRS	Department of Planning, Research and Statistics
ECMS	Enterprise Content Management System
EPIC	Efficient, Productive, Incorruptible and Citizen-driven Culture
FCSC	Federal Civil Service Commission
FMBNP	Federal Ministry of Budget and National Planning
HCSF	Head of the Civil Service of the Federation
OHCSF	Office of the Head of the Civil Service of the Federation
DHRM	Director Human Resource Management
KPIs	Key Performance Indicator
L and D	Learning and Development
LMSP	Leadership Management and Succession Planning
LMSPD	Leadership Management and Succession Planning Department
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MDIs	Mentoring Development Institutions
MP	Mentorship Programme
MPFPS	Mentorship Programme for the Federal Public Service
NPLMSP	National Policy on Leadership Management and Succession Planning
NSPSR	National Strategy for Federal Public Service Reform
SPSO	Service Policies and Strategies Office

DEFINITION OF KEY TERMS

These are presented herewith in a descending alphabetical order.

Grievance	Any dissatisfaction or feeling of injustice in connection with an employee's involvement in the Programme implementation process that is brought to the attention of the Management that relates to both the Mentor and the Mentee. It is usually settled through an established grievance redress mechanism.
Mentee:	Individual who participates in a developmental relationship with her/his mentor. The mentee is expected to utilize this opportunity to engage with her/his mentor and to access guidance and trusted feedback while attaining increased professional competence.
Mentor	Person who is trained and appointed to impart practical advice, knowledge, wisdom and insight for the mentee's professional and personal development.
Mentoring	Professional relationship in which a more experienced and more knowledgeable Mentor (mentor) assists a less experienced and less knowledgeable employee (mentee) in developing specific skills and knowledge for the mentee's professional and personal development. Often confused with coaching, there is an underlying semantic difference between mentoring and coaching. Mentoring is relational whilst coaching is functional. Also, whilst coaching focuses on developing individuals within their current job, mentoring focuses on professional development that may transcend beyond a mentee's field of work. Again, relationship in coaching ends as an individual transfers to another job, whilst that in mentoring crosses job boundaries.
Mentorship	Relationship in which a more experienced or more knowledgeable person (mentor) helps to guide a less experienced or less knowledgeable person (mentee). The mentor may be older or younger than the mentee, but the mentor must have a certain area of expertise. It is a learning and developmental partnership between someone with vast experience with another who wants to learn.
Mentorship Programme	Process of deploying and supporting selected, experienced and trained individuals to support the career and personal development of the mentees assigned to them.
Mentorship Relationship	Process by which the mentor and the mentee work together to develop the mentee's insight, knowledge, skills and abilities; and to empower the mentee in the discharge of his/her responsibilities.

FOREWORD

The Federal Public Service Mentoring Programme 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 Public 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 Programme Guideline and Policy is designed to foster professional development, enhance skills, and support career growth through structured mentoring training within the Federal Public 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 Public Servants with younger employees, the mentoring programme 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 Public 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 programme 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. It is designed to be flexible and adaptable to the diverse needs of our MDAs.

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 Federal Executive Council. I am therefore pleased to endorse this Policy, which will guide us in nurturing the next generation of leaders and Public Servants.

A handwritten signature in red ink, appearing to read 'Didi Esther Walson-Jack', with a stylized flourish at the end.

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

DOCUMENT PROPERTIES

Authorization:

This version is approved by:

Name	Job Title	Signature	Date

Document Reference:

Document Name	Reference No.	Version	Effective Date

Circulation:

The document should be circulated as follows:

1. Federal Permanent Secretary Offices
2. Departments and Federal Government Agencies ES, DG & CEO Offices
3. Federal Civil Service Human Resource Management Department
4. All Departments and Units
5. Federal Civil Service Library
6. Federal Civil Service Website

Information Classification:

Access to this document is unrestricted

TABLE OF CONTENTS

DEFINITION OF KEY TERMS	2
FOREWORD.....	3
TABLE OF CONTENTS	6
1.0 INTRODUCTION AND OVERVIEW OF MENTORING IN THE FEDERAL PUBLIC SERVICE..	8
1.1 Backgroud	9
2.0 DEFINITIONS.....	10
3.0 PROBLEM STATEMENT:	11
4.0 STRATEGIC FOCUS OF THE POLICY	12
4.1 Aim	12
5.0 POLICY OBJECTIVES.....	12
6.0 RATIONALE	13
7.0 POLICY THRUST.	14
8.0 UNDERLYING PRINCIPLES	14
9.0 POLICY OUTCOMES.....	15
10.0 SCOPE OF THE POLICY	15
11.0 POLICY INTER-LINKAGES	16
12.0 DIVERSITY AND INCLUSIVITY	16
12.1 Key Principles of Diversity and Inclusion in Mentoring	16
13.0 POLICY STATEMENTS	17
Policy Statement 1: General Commitment to Mentoring.....	17
Policy Statement 2: Equal Access and Inclusivity	17
Policy Statement 3: Ethical Standards and Confidentiality	18
Policy Statement 4: Capacity Building and Professional Development	19
Policy Statement 5: Career Progression and Leadership Development	19
Policy Statement 6: Monitoring, Evaluation, and Continuous Improvement	20
Policy Statement 7: Technology and Digital Integration.....	21
Policy Statement 8: Sustainability and Institutionalization	21
Policy Statement 9:.....	22
Policy Statement 10:	23
Policy Statement 11:	24
Policy Statement 12:	25
Policy Statement 13	26
14.0 MENTORING POLICY IMPLEMENTATION STRATEGIES.....	27
15.0 CRITICAL SUCCESS FACTORS (CSF)	28
15.1 Ownership and Management of the Federal Public Service Mentoring Programme.....	28
15.2 Governance and Administration	29

16.0 PROGRAMME IMPLEMENTATION INSTITUTIONAL ARRANGEMENT	29
17.0 DISCIPLINE	30
18.0 GRIEVANCE REDRESS STRUCTURE	30
18.1 Central Grievance Redress Committee in the OHCSF.....	30
18.2 MDA-Level Grievance Redress Committee	31
18.3 Mentoring Programme in the OHCSF M&E Team	31
19.0 PROGRAMME IMPLEMENTATION COORDINATOR.....	32
19.1 MDA-Level Programme Implementation Coordinator.....	32
19.2 Advocacy and Communication Strategy	32
20.0 PHASED IMPLEMENTATION STRATEGY	32
21.0 MENTORING IMPLEMENTATION GUIDELINE.....	33
22.0 KEY PERFORMANCE INDICATORS.....	33
23.0 NON-COMPLIANCE	33
24.0 MONITORING, EVALUATION, REVIEW, AND APPROVAL.....	34
24.1 Monitoring	34
24.2 Evaluation.....	34
24.3 Review and Approval	34

1.0 INTRODUCTION AND OVERVIEW OF MENTORING IN THE FEDERAL PUBLIC SERVICE

The Federal Public Service of Nigeria plays a strategic role in the Administration and Governance of the nation, serving as the backbone of Federal Public Service delivery and policy implementation. Recognizing the critical need for skilled and motivated personnel to meet the evolving demands of the Federal Public Service, the establishment of a comprehensive mentoring policy and guideline that is aligned with the needs of the Federal Public Service is essential.

This Federal Public Service mentoring policy aims to enhance the professional development of Public Servants, fostering a culture of continuous learning and knowledge sharing in the Nigerian Public Service towards achieving efficient public service delivery. By pairing mentors with emerging leaders and staff, the policy seeks to cultivate essential skills, promote best practices, and encourage innovation within the Federal Public Service.

The Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2017-2020, 2021-2025 plans, and a successor plan of 2026-2030 is a comprehensive policy designed to guide and reshape the Federal Public Service of Nigeria, with the primary goal of improving efficiency, professionalism, and service delivery across government Institutions. FCSSIP consists of the following pillars:

- i. Capability Building and Talent Management
- ii. Performance Management System
- iii. IPPIS- Human Resource
- iv. Innovation
- v. Digitalisation Content Service and
- vi. Value Proposition for Civil Servants

The plan represents a critical component of Nigeria's Federal Sector Reform Agenda and aims to modernise the Public 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 federal administration.

The Federal Public Service mentoring programme initiative, which is the focus of this policy, is committed to training and developing a versatile and competent workforce to

meet the long-term needs of both individual staff and the organization. The Federal Public Service mentoring programme will serve as one of the Organizational tools developed to foster Public Servants relationship with the service. In addition, encourage a strategy that will guide the workforce to produce tangible results and outcomes for meeting individual, organizational, and national objectives and goals.

1.1 BACKGROUND

Historically, the Federal Public Service of Nigeria has faced challenges related to capacity building, retention of skilled personnel, and adapting to changing governance landscapes. As the Federal Public Service sector evolves, it becomes increasingly important to invest in the growth and development of its workforce.

This Mentoring Programme (MP) is designed as a vehicle for capability building and skills enhancement in the Federal Civil Service. In addition, it is pivotal to facilitating the implementation of the Federal Public Service Leadership Management and Succession Planning (LMSP).

The mentoring programme's major thrust is to uphold and ensure professional, efficient, competent, and accountable Federal Public Service who will deliver quality service that is citizen-centred.

This policy drives the core strategies for implementing the mentoring programme. This is preceded by a synoptic perspective of the programme's context, core purpose, strategic focus, key objectives, and guiding principles, key benefits for the target beneficiaries, preferred mentoring models, notable constraints, and critical success factors. The concluding segment draws attention to the critical next steps for the programme's sustainability.

The Federal Public Service mentoring policy is built on collaboration, empowerment, and inclusivity. It is designed to act as an Enabler for **Federal Civil Service Strategy and Implementation Plan (FCSSIP) 2017-2020, 2021-2025 plans**, and a successor plan of 2026-2030, with key objectives including:

1. PMS: skills and competence gaps identified in individual staff Performance Improvement Plan (PIP) within the context of performance management.
2. Leadership Cultivation: Preparing the next generation of leaders through

guidance and support from seasoned professionals.

3. Knowledge Transfer: Facilitate the sharing of institutional knowledge and best practices to ensure continuity and sustainability.
4. Employee Engagement: Fostering a supportive environment that encourages participation, motivation, and job satisfaction among Public Servants.
5. Diversity and Inclusivity: Promoting an equitable workplace by ensuring that all staff, regardless of background, have access to mentorship opportunities.
6. Facilitate the achievement of a successful staff performance management improvement plan action.

By implementing this mentoring policy, the Federal Public Service of Nigeria aims to strengthen its workforce, improve service delivery, and ultimately enhance the overall effectiveness in the implementation of government operations.

A significant number of research have shown that a major tool for addressing organizational and staff succession challenges is the skilful deployment of a mentoring programme that provides the needed knowledge, experience, and motivation for the management of staff succession and building of staff successors to any organizational roles and responsibilities.

In addressing the challenges that are emanating from the leadership and succession planning activities of the Federal Civil Service, a mentoring programme has been designed and should be implemented in conjunction with the Federal Public Service policies, such as the succession planning, reward and recognition, incentives and consequences management policy.

2.0 DEFINITIONS

Mentoring Management is defined as a “deliberate pairing of a more skilled or more experienced Person with a less skilled or experienced one, with the mutually agreed goals 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 are a valuable tool in recruitment, retention, performance improvement, succession planning, knowledge transfer, and workforce development. Mentoring contributes to the promotion of diversity in any organization.

A mentor is defined as an individual with advanced experience and knowledge who is committed to providing support and upward mobility to their mentees.

The mentee is the receiver of mentorship, whether it is formal or informal, in which that person or staff receives special professional guidance, help, and support from a more experienced person (mentor).

Types of Mentoring Management.

- i. Formal Mentoring Programme
- ii. Informal Mentoring

3.0 PROBLEM STATEMENT

The Federal Public Service of Nigeria plays a critical role in national development by ensuring effective policy implementation, service delivery, and governance. However, challenges such as skills gaps, limited career guidance, knowledge attrition due to retirements, and insufficient leadership development hinder optimal performance and succession planning within the Service.

Despite various training and capacity-building initiatives, there is an absence of a structured mentoring system to facilitate the transfer of institutional knowledge, professional ethics, and best practices between experienced officers and emerging talents. This has resulted in inadequate career progression pathways, limited exposure to knowledge sharing, succession planning, and strategic leadership competencies.

Additionally, without a formalized mentoring policy, new and mid-career civil servants often struggle with workplace integration, professional development, and understanding the complexities of public service administration. The absence of structured mentorship has also contributed to a slower adaptation to reforms and

innovations required for a modern and efficient Federal Public Service.

To address these challenges, there is a need for a mentoring policy that institutionalizes a structured, sustainable, and inclusive mentoring programme across Ministries, Departments, and Agencies (MDAs). This policy will ensure knowledge continuity, enhance leadership development, and foster a culture of continuous learning, collaboration, and professionalism within the Federal Public Service.

4.0 STRATEGIC FOCUS OF THE POLICY

The strategic focus of this mentoring programme is to conform to the vision of the Federal Government's ongoing Federal Public Service reform strategies, whilst aligning with the extant global range of standard policy, rules, and processes in the mentoring field.

4.1 Aim

The Mentoring Policy for the Federal Public Service aims to establish a structured, sustainable, and inclusive mentorship system that fosters professional development, leadership growth, and institutional knowledge transfer.

5.0 POLICY OBJECTIVES

The two principal goals and objectives of the Federal Public Service mentoring programme are to:

- Position mentoring as a lifelong learning tool; and
- Promote understanding of the Programme's benefit across the Federal Public Service.

Other Objectives are:

- Address institutional gaps in the areas of performance improvement, leadership, and succession planning.
- Provide a mechanism for ensuring that the difficulties that arise from succession are addressed through the mentoring programme.
- Improve and maximize the potential of staff in readiness for future roles and responsibilities.

- Harness the experience, knowledge, and skills of the staff of the Federal Public Service.
- Provide a platform for the continuous transfer of knowledge from Senior Staff to Junior Staff in the Federal Public 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 Public Service
- Align the mentoring programme with the Federal Public Service institutional strengthening reforms and initiatives such as the Federal Public Service leadership curriculum programme and performance management initiatives.

6.0 RATIONALE

The Nigerian Federal Public Service plays a crucial role in governance, yet challenges such as knowledge attrition, leadership gaps, and inadequate career guidance hinder its effectiveness.

The absence of a structured Mentoring Programme results in loss of institutional memory, limited professional development, and weak succession planning. While training programmes exist, they do not fully address the need for continuous knowledge transfer and leadership grooming. Without mentorship, Public Servants may struggle with workplace adaptation, career growth, and acquiring the competencies needed for higher responsibilities.

A formal mentoring policy is essential to institutionalize knowledge-sharing, enhance leadership development, and foster a culture of continuous learning.

This policy will ensure structured career guidance, strengthen employee engagement, and align with ongoing Federal Public Service reforms as in the FCSSIP25 and its successor plan, including the EPIC culture and the National Development Plan. By institutionalizing a mentoring programme, this policy will contribute to building a competent, innovative, and future-ready Public Service that can effectively respond to national and global governance challenges.

7.0 POLICY THRUST

The Policy thrust of the mentoring programme is to conform to the vision of the Federal Government's ongoing Federal Public Service reform strategy, whilst aligning with the extant global range of standard policies, rules and processes in the mentoring field.

The mentoring policy for the Federal Public Service is designed to institutionalize mentorship as a strategic tool for Professional development, life-long learning, knowledge transfer, and leadership management. It aims to bridge the skills gap, strengthen institutional memory, and enhance workplace integration for civil servants at all levels.

This policy seeks to promote continuous learning, career progression, and succession planning within Ministries, Departments, and Agencies (MDAs) through fostering structured mentor-mentee relationships.

At its core, the policy is anchored on capacity building, leadership development, and workforce engagement, ensuring that experienced officers impart critical knowledge and ethical values to the next generation of Civil Servants.

8.0 UNDERLYING PRINCIPLES

- i. **Knowledge Transfer and Institutional Memory:** Ensuring the systematic transfer of knowledge, skills, and experiences from seasoned civil servants to mentees to maintain continuity and improve efficiency in the service.
- ii. **Leadership Development and Succession Planning:** Providing structured mentorship opportunities to groom future leaders and ensure a seamless leadership transition within the Public Service.
- iii. **Mutual Respect and Professional Ethics:** Upholding professionalism, confidentiality, and ethical standards in mentor-mentee relationships while fostering a culture of integrity and accountability.
- iv. **Inclusivity and Diversity:** Promoting equal access to mentorship opportunities for all Federal civil servants, regardless of gender, Grade Level, disability status, or background, to foster a diverse and inclusive workforce.
- v. **Continuous Learning and Career Growth:** Encouraging lifelong learning, capacity development, and personal growth as essential components of a progressive and adaptive Civil Service.

- vi. **Collaboration and Knowledge Sharing:** Creating a culture of openness where mentors and mentees engage in meaningful exchanges that enhance problem-solving, innovation, and efficiency in service delivery.
- vii. **Meritocracy and Performance-Based Development:** Aligning mentorship with key performance indicators (KPIs) to ensure that mentees' career growth and advancement are based on competence, dedication, and measurable achievements.
- viii. **Adaptability and Flexibility:** Incorporating various mentoring models, including one-on-one, peer, group, and reverse mentoring, to cater to different learning needs and professional development goals.
- ix. How mentoring fits into Succession Planning.

9.0 POLICY OUTCOMES

The successful implementation of the Mentoring Policy for the Federal Public Service is expected to yield the following key outcomes:

- i. Enhanced knowledge transfer and institutional memory
- ii. Support the successful implementation of FCSSIP25 and its Successor.
- iii. Improved leadership pipeline and succession planning.
- iv. Strengthened workplace integration and career development
- v. Increased employee engagement and retention
- vi. Greater inclusivity and diversity in leadership development.
- vii. Institutionalization of mentorship as a core public service practice.
- viii. Improved productivity and service delivery.
- ix. Alignment with civil service reforms and global best practices.
- x. Measurable impact and continuous improvement.

10.0 SCOPE OF THE POLICY

The mentoring programme shall apply to all the Ministries, Departments, and Agencies (MDAs) in the Federal Public Service.

The Federal Public Service mentoring programme delivery is designed to provide mentoring for all staff, however, in two categories:

- i. **The Mentoring Initiatives for Directors (Mentees):** their pool of mentors shall be drawn from Retired Permanent Secretaries, Retired Directors General, Executive Secretaries, CEO's and Directors.

- ii. **All other staff (Mentee):** shall draw their mentors in line with the mentoring selection procedures and guidelines.

11.0 POLICY INTER-LINKAGES

The policy is interlinked with the following key policies:

- i. Federal Civil Service Strategy Implementation Plan 2025 (FCSSIP25)
- ii. National Policy on Leadership Management and Succession Planning (NPLMSP)
- iii. Public Service Rules (PSR)
- iv. Learning and Development (L&D) Policy
- v. Competency Policy for the Federal Civil Service
- vi. Federal Public Service Performance Management Policy and Guidelines
- vii. Staff Welfare Policy
- viii. Reward and Recognition policy
- ix. Leadership and Succession Planning Policy
- x. Diversity Management and Inclusivity Policy
- xi. Code of Conduct Act and Policy
- xii. Incentives and Consequences Management Policy
- xiii. Any other related Policy

12.0 DIVERSITY AND INCLUSIVITY

The mentoring policy is committed to ensuring that all Staff are not disadvantaged as a result of their diversity which includes differences in 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 mentoring services to staff.
- Development and implementation of annual staff satisfaction survey on diversity and inclusivity by OHCSF/SPSO and MDAs.

12.1 Key Principles of Diversity and Inclusion in Mentoring

- Equal Access to Mentorship.
- Gender Sensitivity and Empowerment
- Support for Persons with Disabilities (PWDs)
- Youth and Early-Career Professionals

- Regional and Cultural Inclusivity
- Non-Discrimination and Safe Spaces
- Flexible and Adaptive Mentorship Approaches
- Integration with Gender and Social Inclusion (GESI) Policy

13.0 POLICY STATEMENTS

The following policy statements are to support the shared understanding and to provide guidance to the policy for operationalization of the Federal Public Service Mentoring Policy and Guidelines.

Policy Statement 1: General Commitment to Mentoring

The Federal Public Service shall institutionalize a structured mentoring programme to support career development, capacity building, and knowledge transfer across all Ministries, Departments, and Agencies (MDAs).

The mentoring policy shall align with existing Public Service reform strategies, competency policy, and leadership development initiatives.

Objectives:

To institutionalize a structured mentoring policy that supports professional development and knowledge transfer across the civil service.

- i. To align the mentoring policy with ongoing civil service reform initiatives and competency-based learning strategies.

Implementation Strategies:

- i. Establish a Mentoring Programme for the Federal Public Service (MPFPS) under Office of the Head of the Civil Service of the Federation (OHCSF) to oversee implementation.
- ii. Develop a National Mentorship Guide to standardize mentoring processes across Ministries, Departments, and Agencies (MDAs).

Policy Statement 2: Equal Access and Inclusivity

The mentoring Programme shall be accessible to all public servants, regardless of gender, disability, ethnicity, age, or career level. Special measures shall be

implemented to promote the participation of underrepresented groups, including women, persons with disabilities (PWDs), and young professionals.

The programme shall provide multiple mentoring formats, including one-on-one, group, peer, and virtual mentoring, to ensure flexibility and inclusivity.

Objectives:

- i. To ensure that all civil servants, including women, persons with disabilities, and early-career officers, have access to structured mentoring opportunities.
- ii. To implement flexible mentoring models that accommodate diverse work schedules and accessibility needs.

Implementation Strategies:

- i. Introduce mentorship quotas for underrepresented groups, ensuring a balanced representation of mentors and mentees.
- ii. Provide alternative mentorship formats (e.g., virtual, peer, and group mentoring) to encourage participation from all demographic groups.

Policy Statement 3: Ethical Standards and Confidentiality

All mentoring relationships shall be based on mutual respect, professionalism, and ethical conduct in line with the Public Service Rules (PSR) and the Code of Conduct for Public Officers.

Confidentiality shall be maintained in all mentoring interactions, and any breaches of trust shall be addressed through appropriate grievance mechanisms.

Any form of discrimination, harassment, or exploitation within the mentoring Programme shall not be tolerated and will be subject to disciplinary measures.

Objectives:

- i. To establish ethical guidelines for mentoring relationships in line with the Public Service Rules (PSR) and Code of Conduct for Public Officers.
- ii. To ensure that all mentoring interactions remain professional, confidential, and free from bias or discrimination.

Implementation Strategies:

- i. Develop a Code of Conduct for Mentors and Mentees, outlining expected behaviours, confidentiality rules, and redress mechanisms for breaches.
- ii. Establish a Grievance Redress Mechanism within the Career Management Office (CMO), OHCSF to handle complaints related to mentorship misconduct.

Policy Statement 4: Capacity Building and Professional Development

Mentoring shall be recognized as an integral component of Learning and Development (L&D) in the Federal Public Service. Mentors shall undergo structured training to equip them with the necessary skills to guide and support mentees effectively. Mentees shall be encouraged to take responsibility for their professional growth, actively engaging in learning and career development opportunities.

Objectives:

- i. To enhance the skills of civil servants through structured mentoring relationships that promote continuous learning.
- ii. To equip mentors with the necessary training to effectively guide mentees in career growth and competency development.

Implementation Strategies:

- i. Integrate mentoring into the Learning and Development (L&D) Policy to ensure alignment with broader capacity-building efforts.
- ii. Provide periodic training workshops for mentors to develop coaching, leadership, and communication skills.

Policy Statement 5: Career Progression and Leadership Development

The mentoring policy shall support the Leadership Management and Succession Planning (LMSP) strategy by preparing civil servants for leadership roles through guided mentorship.

Mentorship outcomes shall be integrated into career progression plans, performance evaluations, and leadership development Programmes. The policy shall facilitate

cross-generational knowledge transfer to bridge experience gaps and sustain institutional memory within the civil service.

Objectives:

- i. To strengthen succession planning by using mentorship as a tool to prepare civil servants for leadership roles.
- ii. To link mentoring outcomes with performance appraisals and career advancement opportunities.

Implementation Strategies:

- i. Establish mentoring pathways that align with the Leadership Management and Succession Planning (LMSP) strategy.
- ii. Integrate mentorship feedback into the Performance Management System (PMS) to track mentees' career growth and readiness for higher responsibilities.

Policy Statement 6: Monitoring, Evaluation, and Continuous Improvement

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

Objectives:

- i. To assess the effectiveness and impact of the mentoring programme through a robust Monitoring and Evaluation (M&E) Policy.
- ii. To use data-driven insights to refine and improve mentorship strategies continuously.

Implementation Strategies:

- i. Develop Key Performance Indicators (KPIs) to measure mentorship participation rates, mentee satisfaction, and career progression outcomes.
- ii. Conduct annual Mentoring Impact Assessments to identify best practices, challenges, and areas for improvement.

Policy Statement 7: Technology and Digital Integration

- i. The Federal Public Service shall leverage digital tools, including the Enterprise Content Management System (ECMS) and other e-learning platforms, to facilitate virtual mentoring and knowledge sharing.
- ii. Digital record-keeping of mentoring interactions shall be encouraged to ensure transparency, accountability, and accessibility of mentorship data.
- iii. A Federal Public Service mentoring database shall be developed and implemented for warehousing all mentoring information and activities.

Objectives:

- i. To leverage digital tools to enhance mentoring accessibility, documentation, and knowledge sharing.
- ii. To ensure transparency and accountability in the mentorship process through digital record-keeping.

Implementation Strategies:

- i. Utilize the Enterprise Content Management System (ECMS) to create an online database for tracking mentor-mentee interactions.
- ii. Develop an e-mentoring platform where mentors and mentees can register, track progress, and access learning resources.

Policy Statement 8: Sustainability and Institutionalization

The mentoring programme shall be embedded into the civil service structure, with clear roles and responsibilities assigned to relevant departments, including the Career Management Office (CMO) and Leadership Management and Succession Planning Department (LMSPD).

MDAs shall be required to integrate mentoring into their workforce development plans and allocate necessary resources to sustain the Programme.

Biannual mentoring reports shall be submitted to the Office of the Head of the Civil Service of the Federation (OHCSF) to evaluate programme effectiveness and recommend policy updates.

Objectives:

- i. To ensure that mentoring remains a permanent feature of workforce development in the civil service.
- ii. To allocate necessary resources and institutional support for long-term programme success.

Implementation Strategies:

- i. Mandate all MDAs to integrate mentoring into their annual Human Resource Development Plans (HRDPs).
- ii. Require MDAs to submit biannual mentoring reports to the OHCSF for evaluation and strategic improvements.

Policy Statement 9: The Federal Public 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.

Objectives

- I. Develop a digital platform to track, manage, and enhance mentorship relationships within the Federal Civil Service.
- ii. Ensure seamless matching of mentors and mentees based on competencies, career aspirations, and leadership needs.
- iii. Implement a real-time tracking system to assess mentorship effectiveness and impact.

Implementation Strategies

- i. Design and launch a Federal Public Service Mentoring Database Portal.
- ii. Integrate the database with HR systems for seamless tracking of mentoring engagements.
- iii. Ensure data security and accessibility for authorized personnel.
- iv. Develop AI-driven mentor-mentee pairing algorithms based on expertise, goals, and career stages.
- v. Establish a mentorship onboarding process for both mentors and mentees.

- vi. Define standard mentoring duration and milestones for structured development.
- vii. Implement a dashboard for real-time monitoring of mentorship progress.
- viii. Conduct quarterly mentorship evaluations, using feedback surveys from mentors and mentees.
- ix. Generate annual mentorship reports to assess programme effectiveness and recommend improvements.
- x. Link mentoring initiatives to leadership development and succession planning frameworks.
- xi. Require participation in mentorship programmes as a prerequisite for leadership appointments.
- xii. Organize mentorship workshops and training sessions to build mentor capacity.
- xiii. Develop guidelines for mentorship participation, ensuring commitment and accountability.
- xiv. Assign Mentoring programme coordinators within MDAs to oversee implementation.
- xv. Establish a mentoring oversight team to regulate and enhance mentorship initiatives.

Policy Statement 10: To ensure the sustainability, effectiveness, and long-term viability of the mentoring programme, the Federal Public Service shall establish a dedicated mentoring fund at both the Office of the Head of the Civil Service of the Federation (OHCSF) and the MDA levels. This fund will support structured mentorship initiatives, capacity-building efforts, and leadership development Programmes within the civil service.

Objectives

- i. Develop a uniform and transparent approach to fund mentorship initiatives across all MDAs.
- ii. Guarantee steady financial support for mentoring activities to enhance leadership development.
- iii. Enable the Sustainability of the Mentoring Fund

Implementation Strategies

- i. Create a dedicated Staff Mentoring Fund, with clearly defined funding criteria

- and allocation processes.
- ii. Conduct budgetary reviews to assess mentorship financing needs and ensure adequate resource allocation.
 - iii. Define clear, measurable performance indicators (KPIs) that link mentorship outcomes to civil service efficiency and leadership development.
 - iv. Establish productivity, service quality, and employee engagement targets tied to mentorship funding.
 - v. Develop an internal communication plan to educate employees on the objectives, benefits, and operational framework of the mentoring programme.
 - vi. Ensure transparency in funding allocation and performance assessment.
 - vii. Set up a structured feedback mechanism to allow employees and mentors to evaluate the effectiveness of the mentoring Programme.
 - viii. Use feedback data to refine and enhance mentorship funding policies.
 - ix. Continuously track the impact of mentorship funding using performance metrics and employee satisfaction surveys.
 - x. Adapt funding structures based on outcomes to ensure long-term viability, efficiency, and alignment with civil service goals.

Policy Statement 11: Voluntary Nature of Mentoring in the Federal Public Service with incentive opportunities

Mentorship in the Federal Public 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.

Objectives

- i. Encourage willing and capable officers to participate in mentorship without compulsion.
- ii. Enhance mentor motivation and commitment
- iii. Promote a culture of voluntary service and professional growth

Implementation Strategies

- i. Communicate through official circulars and HR guidelines that mentorship is a

- voluntary leadership activity.
- ii. Ensure participation remains open to qualified and willing officers rather than being assigned as a duty.
- iii. Provide non-monetary incentives such as certificates, public recognition, and priority access to leadership Programmes.
- iv. Offer career-enhancing opportunities, including advanced training, conference sponsorships, and eligibility for leadership appointments.
- v. Integrate mentorship contributions into performance appraisals as a demonstration of leadership and service.
- vi. Establish a feedback system to assess mentor participation, satisfaction, and impact on mentees.

Policy Statement 12: To ensure active participation, sustained engagement, and motivation of mentors in the Federal Public Service mentoring programme, whilst mentoring is voluntary in the federal public service, structured mentor incentive mechanism shall be established. This initiative will recognize and reward mentors for their contributions, fostering a positive mentoring culture and enhancing the overall effectiveness of the Programme.

Objectives

- i. Motivate senior officers to take on mentoring roles by providing recognition and incentives for their contributions.
- ii. Establish structured reward and recognition systems to ensure sustained mentor participation.
- iii. Institutionalize mentorship as a valued leadership responsibility, reinforcing knowledge transfer and capacity building.
- iv. Ensure high-quality mentoring relationships that support career development, succession planning, and leadership growth.

Implementation Strategies

- i. Introduce certificates of recognition, commendation letters, and public acknowledgments for active mentors.
- ii. Establish an "Outstanding Mentor of the Year" Award to recognize exceptional contributions.
- iii. Include mentorship performance as a criterion for career progression,

- promotions, and leadership appointments.
- iv. Provide monetary allowances or honoraria for mentors who consistently demonstrate excellence.
 - v. Grant additional training and professional development opportunities to mentors, including sponsored executive courses.
 - vi. Offer priority consideration for leadership development Programmes and foreign exchange Programmes.
 - vii. Link mentorship engagement to annual performance evaluations, rewarding effective mentors with performance-based bonuses.
 - viii. Conduct annual surveys to assess mentor satisfaction and recommend improvements to the incentive structure.

Policy Statement 13: The Federal Public Service mentoring programme shall be structured to ensure long-term sustainability, continuous improvement, and alignment with global best practices. This shall be achieved through capacity building, stakeholder engagement, periodic evaluations, policy alignment, consistent funding, and sustained advocacy, all aimed at fostering a modern, world-class civil service that drives sustainable national development.

Key Sustainability Strategies

- i. Strengthen mentorship programmes to equip civil servants with modern competencies that enhance service delivery and governance.
- ii. Secure the commitment of policymakers, MDAs, and leadership bodies to maintain long-term Programme viability.
- iii. Conduct regular progress evaluations to consolidate achievements and address emerging challenges.
- iv. Ensure the mentorship framework remains relevant by updating policies in response to evolving governance needs.
- v. Maintain detailed records of the mentorship programme's processes, outcomes, and best practices for reference and improvement.
- vi. Continuously compare and adapt international mentorship models to enhance programme effectiveness.
- vii. Implement awareness campaigns to reinforce the importance of mentorship and encourage participation.

14.0 MENTORING POLICY IMPLEMENTATION STRATEGIES

To ensure the successful implementation of the Mentoring Policy for the Federal Public Service, the following strategies will be adopted:

- i. Institutionalization of mentorship across MDAs: Establish mentorship as a formal component of career development within all MDAs.
- ii. Integrate mentoring into the Learning and Development (L&D) Policy of the Civil Service: Create designated Mentorship Units within the Career Management Office (CMO) and HR Departments of MDAs.
- iii. Structured Mentorship Programme Design: Develop a standardized mentorship guideline with clearly defined objectives, roles, and expected outcomes.
- iv. Implement the identified mentoring programme for the Federal Public Service
- v. Establish mentorship guidelines that ensure alignment with the FCSSIP25, EPIC culture and the National Development Plan (NDP).
- vi. Selection and training of Mentors and Mentees: Identify and recruit experienced civil servants with a track record of excellence to serve as mentors.
- vii. Provide mandatory training for mentors on coaching techniques, knowledge transfer, and ethical mentoring practices.
- viii. Ensure mentees are adequately prepared to engage in and maximize mentorship opportunities.
- ix. Integration with Leadership and Succession Planning: Link mentorship programmes with the Leadership Management and Succession Planning (LMSP) initiative to build a pipeline of future leaders.
- x. Use mentorship as a tool for talent development, career progression, and succession planning.
- xi. Ensure mentoring outcomes are incorporated into employee performance evaluations.
- xii. Technology-Driven Mentorship Platforms: Leverage digital tools, including the Federal Public Service Performance Management System (PMS), Enterprise Content Management System (ECMS) and an online Mentorship Portal, to facilitate mentoring activities.
- xiii. Develop an interactive platform where mentors and mentees can connect, track progress, and access mentorship resources.
- xiv. Establish clear Key Performance Indicators (KPIs) to measure mentorship programme effectiveness.
- xv. Conduct regular assessments, feedback sessions, and impact evaluations to improve the programme.

- xvi. Adjust strategies based on data-driven insights and best practices from successful mentorship programmes.
- xvii. Stakeholder Engagement and Policy Advocacy: Secure buy-in from key Stakeholders, including the Office of the Head of the Civil Service of the Federation (OHCSF), Federal Civil Service Commission (FCSC), and leadership within MDAs.
- xviii. Organize sensitization programmes to promote awareness and participation in mentorship initiatives.

15.0 CRITICAL SUCCESS FACTORS (CSF)

- i. Strong Institutional Support and Leadership Commitment
- ii. Establishment of a Mentoring Steering Committee within the Career Management Office (CMO) to oversee the Programme.
- iii. Defined roles and responsibilities for mentors, mentees, and programme coordinators within MDAs.
- iv. Integration of mentoring into existing Human Resource Development Plans (HRDPs) and Learning and Development (L&D) Policies.
- v. Provision of structured training on coaching, communication, and leadership skills for Mentors.
- vi. Periodic refresher courses to enhance Mentors' effectiveness and ensure alignment with evolving Civil Service reforms.
- vii. Targeted mentorship programmes for underrepresented groups, including women, persons with disabilities (PWDs), and young professionals.
- viii. Flexible mentoring models (e.g., one-on-one, peer, group, virtual mentoring) to accommodate different learning preferences and schedules.
- ix. Integration with career progression and performance management
- x. Effective monitoring, evaluation, and continuous improvement
- xi. Establishment of a monitoring and evaluation (M&E) Policy with Key Performance Indicators (KPIs) to assess mentorship effectiveness.
- xii. Leveraging technology for enhanced engagement (PMS, ECM, LMS).

15.1 Ownership and Management of the Federal Public Service Mentoring Programme

The SPSO/CMO/MDAs are responsible for the institutionalization of the mentoring policy with a view to ensuring that the mentoring programme is motivating and positioning staff for efficient and effective service delivery.

OHCSF, Strategic Policy, Services Office (SPSO) shall:

- i. Develop and Maintain a Database of Mentors
- ii. Manage and Coordinate the Federal Public Service mentoring programme in their MDAs
- iii. Develop and Implement a Monitoring and Evaluation Policy
- iv. Develop a Mentoring Handbook to be used in conjunction with other relevant policies, guidelines, and circulars to support the facilitation of the mentoring programme.

15.2 Governance and Administration

- i. The OHCSF/CMO/SPSO shall have the responsibility for the management of the mentoring policy and its maintenance.
- ii. The Office of the Permanent Secretary, CMO/SPSO/MDAs and Human Resource Management Department shall be responsible for the implementation of the mentoring policy.
- iii. The OHCSF/CMO/SPSO shall be responsible for co-ordinating the implementation of the mentoring policy.
- iv. The OHCSF/CMO/SPSO in collaboration with the MDAs, shall be responsible for sensitization, dissemination, and guidance of staff on the mentoring programme.

16.0 PROGRAMME IMPLEMENTATION INSTITUTIONAL ARRANGEMENT

This arrangement comprises six sections.

Their respective membership and responsibilities are presented below:

Membership: The membership comprises the under-listed offices and designations because of their strategic role in the implementation of the Mentorship Programme.

1. Permanent Secretary SPSO: Chairman
2. Other identified Members Member

Responsibilities

These shall include:

- i. Providing strategic direction towards the optimal achievement of the targets contemplated in the programme's core purpose, strategic focus, key objectives, guiding principles, the scope of application, and key benefits.

- ii. Exercising oversight responsibilities by ensuring that due process is followed in the execution of the programme's implementation strategies.
- iii. Directing diligent implementation of the recommendations in the M&E Team's implementation progress review reports.
- iv. Undertaking regular advocacy and communication sessions with internal and external Stakeholders toward promoting programme sustainability; and
- v. Briefing the HCSF on a quarterly basis.

17.0 DISCIPLINE

An in-house mentor or mentee, under allegation of general inefficiency, misconduct, serious misconduct, and conduct prejudicial to the security of the state, shall be subjected to the disciplinary procedures set out in the Public Service Rules 030101 – 030601.

However, disciplinary procedure with respect to an outsourced mentor shall be determined by the terms and conditions in the contract of engagement.

18.0 GRIEVANCE REDRESS STRUCTURE

The mentoring grievance mechanisms is structured into two committees, i.e. Central Grievance Redress Committee and MDA-level Grievance Redress Committee.

Their respective membership and responsibilities are presented below:

18.1 Central Grievance Redress Committee in the OHCSF MEMBERSHIP

- | | |
|--|-----------|
| i. Director, LMSPD (OHCSF): | Chairman |
| ii. Deputy Director, Employee Industrial Relations (FMLP): | Member |
| iii. Deputy Director, Legal (FMOJ): | Member |
| iv. Deputy Director, HRM Department (OHCSF): | Member |
| v. Deputy Director, L and D Department (OHCSF): | Member |
| vi. Asst. Director, LMSPD (OHCSF): | Secretary |

Responsibilities

- i. Clarifying the nature of the grievance brought before the committee.
- ii. Dispassionately investigating the root causes of the grievance.
- iii. Following the prescribed grievance redressal procedure.
- iv. Adhering to the principle of fairness is the hallmark of effective grievance redressal.

- v. Working towards an early redress of the grievance for the common good of the service; and
- vi. Regularly briefing the OHCSF Implementation Steering Committee.

18.2 MDA-Level Grievance Redress Committee

Membership

- | | |
|--|-----------|
| i. Director, HRM Department: | Chairman |
| ii. Deputy Director, Mentorship Coordinator: | Member |
| iii. Deputy Director, Reform Coordination: | Member |
| iv. Legal Adviser: | Member |
| v. Asst. Director, Discipline: | Secretary |

Responsibilities

- 1. Clarifying the nature of the grievance brought before the committee.
- 2. Dispassionately investigating the root causes of the grievance.
- 3. Following the prescribed grievance redress procedure.
- 4. Adhering to the principle of fairness is the hallmark of effective grievance redressal.
- 5. Working towards an early redress of the grievance for the common good of the Programme; and
- 6. Regularly briefing the Central Grievance Redress Committee in the OHCSF.

18.3 Mentoring Programme in the OHCSF M&E Team

Membership

This shall comprise:

- 1. To be identified by OHCSF (SPSO)

Responsibilities

These shall include:

Monitoring Activities

- i. Monitoring the realization of targets as contemplated in the programme's purpose, strategic focus, key objectives, guiding principles, scope of application, and key benefits.
- ii. Monitoring the performances of the mentor and the mentee.
- iii. Monitoring the quality of data generated from the programme.

- iv. Monitoring the level of compliance with the operational guidelines for the implementation of the programme.
- v. Monitoring the level of funding adequacy for the programme implementation; and
- vi. Monitoring the performance of the programme implementation organs.

Evaluation Activities

- i. Undertaking periodic impact assessment of the programme on the overall performance of the Federal Public Service.
- ii. Evaluating the level of attainment of the programme's anticipated key benefits to the Federal Service, mentor and mentee.
- iii. Generating feedback information to guide periodic review; and
- iv. Providing quarterly reports to the National Programme Implementation Steering Committee.

19.0 PROGRAMME IMPLEMENTATION COORDINATOR

A Programme implementation coordinator with the mandate of liaising with the MDA-level Programme implementation coordinator and serving as Secretary of the OHCSF Steering Committee to be appointed by OHCSF.

19.1 MDA-Level Programme Implementation Coordinator

At the MDA level, a Deputy Director (HRM) shall be the programme implementation coordinator with the mandate of coordinating the programme implementation at that level and liaising with the OHCSF programme implementation coordinator.

19.2 Advocacy and Communication Strategy

This shall be aligned with the applicable media of communication in conducting business in the Federal Public Service.

20.0 PHASED IMPLEMENTATION STRATEGY

This phased implementation approach is informed by the need to ensure a successful implementation process and to draw lessons of value for the programme's sustainability. The initial participating MDAs shall be identified by OHCSF/SPSO, and subsequent phases will be determined by the OHCSF Mentoring Steering Committee.

21.0 MENTORING IMPLEMENTATION GUIDELINE

This Mentoring Implementation Guideline shall provide step-by-step guidelines for the efficient and effective execution of the programme's implementation strategies. The Guideline shall be revised as the need arises.

22.0 KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are the critical indices for assessing progress towards achieving the stated mentoring objectives and outcomes. In order to effectively monitor and assess the progress of the mentoring programme implementation and impact. The following Key Performance Indicators (KPIs) are critical and are to be measured:

- i. Number of MDAs that have implemented the mentoring programme.
- ii. % of Staff being mentored in the MDAs
- iii. % of Staff being mentored across the MDAs
- iv. % Reduction in staff disciplinary actions as a result of the implementation of the mentoring programme.
- v. % of staff using the mentoring programme to address their Performance Improvement Plan (PIP)
- vi. % increase in Staff satisfaction with the mentoring programme
- vii. % of stakeholders with confidence in the mentoring programme in terms of fairness in Implementation
- viii. % increase in compliance with established Public Service Rules (PSR).
- ix. % increase in the timeliness and quality of service delivery

23.0 NON-COMPLIANCE

All Staff are expected to comply with the mentoring policy. Any breach thereof will be treated in accordance with the policy compliance mechanism of PSR/OHCSF.

The major stakeholders who are expected to make inputs and provide necessary support are:

- i. Office of the Head of the Civil Service of the Federation/CMO/SPSO
- ii. Ministries, Departments and Agencies
- iii. National Council on Establishment

24.0 MONITORING, EVALUATION, REVIEW AND APPROVAL

To ensure that the mentoring policy achieves its outcomes, there shall be a mechanism for monitoring and evaluating its implementation.

24.1 Monitoring

In order to ensure compliance with this policy, implementation in all MDAs will be monitored regularly by the OHCSF/CMO/SPSO.

At the level of the MDAs, the Office of the Permanent Secretary, and Reform Coordination and Service Improvement (RC&SI) Departments will be directly responsible for monitoring compliance with the policy and for conducting periodic assessments of the MDAs. The RC&SI Departments shall ensure that the monitoring reports are made available to the OHCSF bi-annually.

24.2 Evaluation

All MDAs shall render periodic reports and statistical data on the mentoring policy to evaluate if the Policy implementation is on course in order to make appropriate recommendations to the relevant Stakeholders. This is with a view to identifying lessons for improving the policy implementation process and ensuring policy continuity.

24.3 Review and Approval

In view of the dynamics of the global, national and public Service Environment, the Mentoring Policy will be reviewed every 3 years in order to guarantee that the set Policy Outcomes are achieved. Such review should be subject to the approval of the Office of the Head of Civil Service of the Federation (OHCSF).

