**Mentoring Program Structure Template**

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| **Component** | **Traditional Mentoring** | **Peer Mentoring** |
| Participation Criteria | * *Mentor: Employees (ideally veterans) with more than five years of tenure with the organization or part of an executive leadership development program*
* *Mentee: Newly hired veterans*
 | * *Mentor: Veterans with 1-3 years of tenure with the organization*
* *Mentee: Newly hired veterans*
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| Pairing Methodology / Considerations | * *Career compatibility*
* *Experience level*
* *Location*
* *Personal interests*
 | * *Same location*
* *Same role level*
* *Same organizational function*
* *Similar service background (i.e., branch, officer/enlisted, Guard or Reserve, gender)*
* *Similar veteran type – experienced (those familiar with – and not familiar with – your industry) or recently transitioned (those direct from the military and graduating student veterans)*
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| Commitment | * *Open-ended time frame*
* *Meetings once per month*
* *In-person or virtual*
 | * *1-year relationship*
* *Meetings twice per month*
* *In-person*
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| Ground Rules | * *Pairing and mentoring initiation takes place within 60 days of hire*
* *Mentoring Handbook provided to Mentors ahead of relationship*
* *Establish concrete goals and develop an action plan*
* *Share responsibility for the relationship*
* *Respect each other’s time*
 | * *Pairing and mentoring initiation takes place within 30 days of hire*
* *Mentoring Handbook provided to Mentors ahead of relationship*
* *Establish concrete goals and develop an action plan*
* *Share responsibility for the relationship*
* *Respect each other’s time*
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| Conversation Topics | * *First-year career objectives*
* *Finding meaning at work*
* *Career development; progression within the organization*
* *Networking*
* *Compensation and benefits*
* *Recognition programs*
* *Veteran affinity group efforts*
 | * *Military vs. organizational values*
* *Military vs. organizational culture*
* *Military vs. organizational leadership*
* *Influencing others*
* *Military vs. organizational structure*
* *Managing ambiguity*
* *Military vs. organizational communication styles*
* *Organizational behavior, conduct, and collaboration expectations*
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