**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* |
| 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)* |
| Commitment | * *Open-ended time frame* * *Meetings once per month* * *In-person or virtual* | * *1-year relationship* * *Meetings twice per month* * *In-person* |
| 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* |
| 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* |