

The Role of the Mentor for PITs

The role of the mentor is to guide the team leader through the PIT process. The mentor will provide support and guidance to ensure that meetings are run effectively and efficiently. The mentor will serve as a coach and sounding board and will be the liaison to the Leadership Team.

Team Leaders will have varying degrees of experience and expertise facilitating or leading groups. The mentor will provide support as necessary. The mentor will play more of an observer role than a leadership role at the PIT meetings; however, should exercise a strong leadership with the team leader one-on-one as needed.

Mentors will be responsible for helping the team leaders maintain membership levels. In the event of a vacancy due to resignation or insufficient attendance, the mentors will work with the Leadership Team to find suitable replacements for team members, including team leaders if the need arises.

Some areas that may require input from mentors.

- Does the Team Leader show up on time?
- Is the Team Leader prepared?
- Are the members showing up on time?
- Are there any issues about attendance?
- Are the meetings staying on schedule?
- Is there an agenda?
- Is the group staying focused on tasks and roles assigned by the Leadership Team?
- Are the tasks clear?
- Is everyone being heard?
- Are all opinions respected?
- Is the pace too fast or too slow?
- Are the expectations of the group realistic given county resources?
- Is there conflict in the group? If so, how is it being handled?
- Are the members interested and engaged in the process?
- Does anyone tend to dominate the discussion?
- Have assignments been made?
- Have assignments been followed up on?
- Does the team have sufficient background information to accomplish the task?

It is important for the mentor to be viewed as a helpful resource and support person rather than a critical evaluator. Ultimately the goal is to help team leaders develop and improve their skills in group process.

The mentor does not necessarily need to attend all meetings but should attend at least 50%, more if needed.

The mentor may find it helpful to do a de-briefing session following the meeting to talk about what went well and what may need to be improved.

Depending on the subject matter that is being addressed by the PIT, the mentor may need to provide some training to the team leader or assist in providing training materials.

Prior to the start of the new PIT meetings, the mentor should set up a meeting with the team leader to go over expectations, the mission, the issues to consider and tentative assignments. They should also review the document called "2008/2009 Performance Improvement Team Operating Guidelines".

2008/2009 Performance Improvement Team Leader/Mentor Operating Guidelines

- The process for dealing with team member problems is as follows:
 - a) Documented verbal counseling by team leader.
 - b) If no improvement is made, then the team leader will create a written performance improvement plan for the team member and notify team mentor and the team member's Department Head.
 - c) If still no improvement is made, then the team mentor and Department Head will make a case to the Leadership Team for removal and replacement of the team member.
- The process for dealing with Team Leader problems is as follows:
 - a) Documented verbal counseling by team mentor.
 - b) If no improvement is made, then the team mentor will create a written performance improvement plan for the team leader and notify the team leader's Department Head.
 - c) If still no improvement is made, then the team mentor and Department Head will make a case to the Leadership Team for removal and replacement of the team leader.

2008/2009 Performance Improvement Team Operating Guidelines

- **Team leaders are expected to provide an agenda and necessary supporting documentation for each team meeting.**
- **Team leaders will insure (task may be delegated) a written record is made of each meeting that summarizes discussion, decisions, and actions of the team.**
- **Teams are expected to meet at least monthly.**
- **Team members are expected to make each meeting unless on annual leave, out sick, or have permission of the team leader to be absent.**
- **Team members are expected to be on time for all meetings.**
- **Team members are expected to be prepared for all meetings.**
- **Required team training will be provided or arranged by the team mentor using a just in time delivery method.**
- **All team leaders and members will have their PIT team participation reflected in their FY 09 and 10 work plans.**