

EVOLVE



EVOLVE Mentor Program

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Section Manager**

Road School - March 8, 2016



What is EVOLVE?

A mentor program piloted with early-career engineers at INDOT

Includes group mentoring



How EVOLVE began

- Need expressed from Engineers-in-Training (EIT's)

Linking Talent Strategy to Business Strategy

How EVOLVE began

Executive Staff

High employee turnover rate

Job Economy

Need to grow and keep our talent

SEE IT ↓
OWN IT ↓
SOLVE IT
→ **DO IT!**



The Talent Management Connection

Engagement and Connectivity

- Designed the process
- Planned the pilot
- Collected the survey data
- Created support materials
- Administered and evaluated the program



Research & Development Phase

- List of PE's is created
- List of EIT's is created
- Surveys created and sent
- Data is compiled
- LOGO and mentor manual developed



Initial Survey Results August 2013

Engineers-in-Training

No. of Respondents	45 (of 54)
Requested a mentor	26
# of respondents requesting a mentor	58%

Licensed Engineers

No. of Respondents	146 (of 302)
No. who volunteered to mentor	89
% of respondents wanting to mentor	61%



Program Development

Further defining mentoring

Pairing the mentors/mentees

Preparing for an EVOLVE Launch



EVOLVE



EVOLVE Manual Created



Mentoring to Encourage
Growth & Excellence

Mentor/Mentee Manual

Facilitated by Talent Management



EVOLVE Manual

Contents:

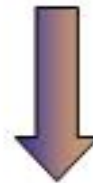
- Executive Letter of Support
- What is a Mentor?
- Mentorship Roles & Responsibilities
- Advice for a Successful Mentorship
- Initial and Subsequent Mentorship Meetings
- Mentorship Discussion Questions
- Mentorship Problem-Solving Guide
- Developmental Guide
- Program Regulations
- Program Support



Ready to Launch!



MENTORS + MENTEES



Increased Guidance & Support
Nurtured Career Development
Improved Employee Retention & Engagement

EVOLVE Kickoff Event

5 hour kickoff

Included:

Keynote speakers

Panel of mentors

Break-out sessions for mentors/mentees

Lunch and time for pairs to get acquainted

Call for group EVOLVE suggestions



Kickoff Event



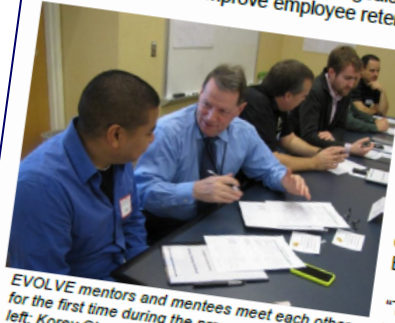
INDOT Newsletter story!



INDIANA DEPARTMENT OF TRANSPORTATION

(Posted Jan. 14, 2014) INDOT employees from across the state met at the Indianapolis Traffic Management Center on Dec. 4 to officially kick off EVOLVE, a new mentoring program that is helping young engineers, and the agency, prepare for a successful future.

EVOLVE is an INDOT agency initiative to support early-career employees by offering one-on-one or group mentoring activities. Program goals are to provide support and guidance, nurture career development, and improve employee retention and engagement.



EVOLVE mentors and mentees meet each other for the first time during the program launch, from left: Corey Chu, David Holtz, Ed Cox, Alan Holderread and Ken Martin. Not pictured is Justin Brown, Martin's mentee, who is sitting between Holderread and Martin.

Deputy Commissioner of Engineering and Asset Management Jay Wasson welcomed the group to the official program launch.

Wasson explained that the EVOLVE program was created to help "bridge the gap of support" that existed between the completion of the Graduate Engineer Development Program (GEDP) and the time an engineer is eligible to apply for their Professional Engineer license.

"This gap wasn't identified by those of us sitting on the west end of the seventh floor (of Central Office), it was identified by a group of INDOT Engineers in Training who reached out to me and demonstrated a courageous commitment to making INDOT a better organization," said Wasson.

Wasson worked with INDOT's Employee Development division to develop interest surveys and create a pilot program for EVOLVE. Each volunteer mentor was paired with an Engineer in Training employee with less than five years of INDOT experience. The pairs are encouraged to meet at least monthly to explore needs and problems, discuss cultural norms in the agency and plan for career development.

LaPorte District Traffic Engineer Alan Holderread served on the Core Advisory Group that helped form the mentoring program. Holderread, a four-year INDOT employee, believed that young employees were struggling to prepare for their next professional steps within INDOT.

"Veteran employees not only have technical knowledge, but they are able to easily navigate INDOT's system. This is an



Deputy Commissioner of Engineering and Asset Management Jay Wasson (left) talks about his mentoring experience with the event's keynote speaker, Construction Delivery Director Bob Tally.



Benefits of Mentoring

Ed Cox

**Corridor Engineer, Traffic
Management Center,
Indianapolis**



Current Program Components

Component	Details
Mentor/Mentee pairings	Engineer + Engineer-in-Training (less than 5 years experience)
EVOLVE manual	Distributed to all participants
EVOLVE Group Mentor Activities	Initially planned monthly and sponsored by districts Workshops



Creating the Mentor/Mentee Matches

In the beginning:

- **Involvement of Deputy Commissioners and Directors**

Now:

- **Suggested by the EVOLVE Coordinator based on volunteers available.**
- **Approval through mentor's supervisor**
- **Seen as a development opportunity for the mentor.**



Mentee Application

What are your primary job responsibilities?

What are your career aspirations?

In what areas do you excel professionally?

In what areas do you hope to grow professionally?

Is there any additional information you would like to provide to aid in the selection of an effective mentor for your needs?



End-of-Pilot Year Survey Data

Program Data November 2014	
Mentors/Mentees upon kickoff	31 matches
Cross-district matches	15
Mentee survey response rate	61%
Mentor survey response rate	85%



Benefits of Group Mentor Activities

**Tim Wells, Transportation Systems
Research Section Manager
Research & Development
West Lafayette**



Group Mentoring

Activities are planned by the EVOLVE Coordinator in collaboration with local EVOLVE sponsors.

Both mentee and mentor are encouraged to attend together.

Activities have included:

- Workshops Offered (preparing for the PE exam, career development, etc.)
- Construction Site Visits around the state
- Brown bag lunches with speakers
- Other visits such as Federal Highway Authority



Group visit to a Bridge Project



US 31 / 465 Flyover Bridge Visit



Tour of S-Brite



What we Learned from the Pilot

Positives

- Strong feedback received from most matchups.
- Most were meeting, in some format, monthly
- Group mentor events were popular
- Employees from other departments requested mentors
- It was extremely beneficial to involve supervisors in selecting the 'just right' mentor.



Key Takeaways from the Pilot

Concerns

- Cross-district matchups were not as successful.
- Mentees were not as comfortable initiating contact with their mentor as we had hoped.
- The group mentor activities required efforts by many and took significant time to plan.



Current Marketing



Mentoring to Encourage Growth and Excellence

The EVOLVE Mentoring Program contributes to an agency-wide initiative to support employees by offering individualized and group mentoring opportunities. EVOLVE mentees are supported professionally and interpersonally through the mentoring relationships they are able to share with seasoned employees. The benefits of the program are threefold: providing support and guidance to employees, nurturing career development, and improving employee retention and engagement. The relationships established through the program have proven to benefit both mentee and mentor, alike.

Program Details:

- [EVOLVE Manual](#)

EVOLVE Links:

- *I want to volunteer as a Mentor.* To send your request, [CLICK HERE](#)
- *I want to be paired with a Mentor.* To send your request, [CLICK HERE](#)



Where are we now?

- Getting requests for mentors beyond the engineering discipline
- No formal list of mentors exists
- Districts/departments can do on their own. The EVOLVE manual is generic.
- EVOLVE Coordinator assists as needed and maintains list of match-ups.



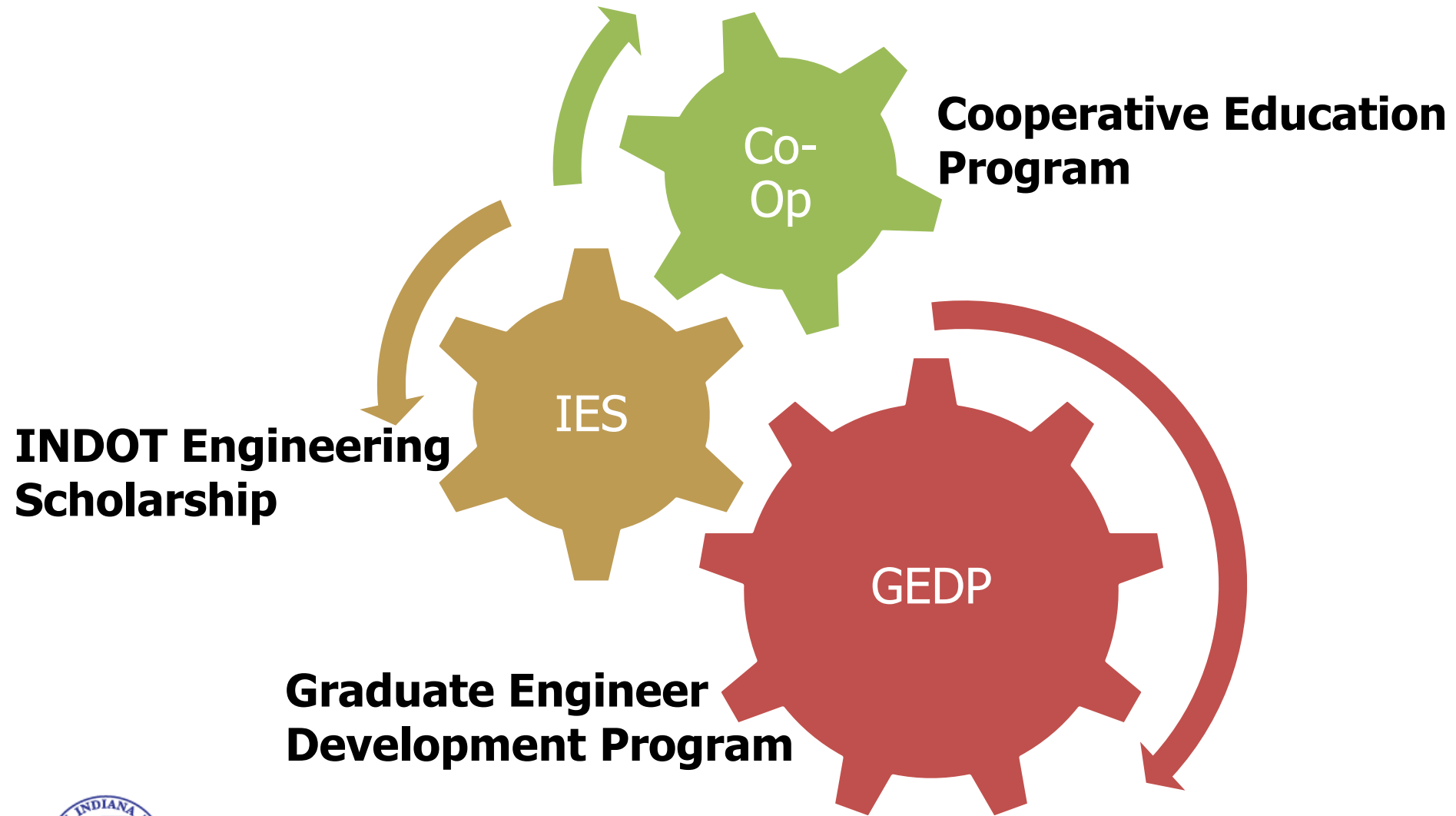
Types of Mentors

A 90-Day Onboarding Mentor

A Career Development Mentor



Talent Pipeline Programs

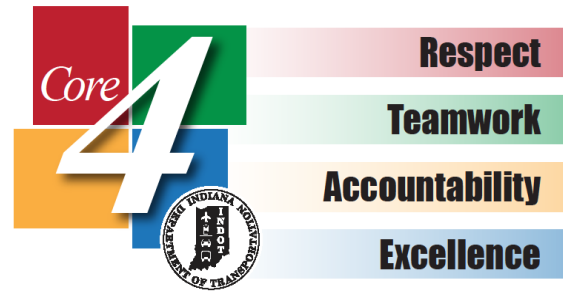


Additional Development Opportunities

- Tuition Reimbursement
- Professional Licensing & Certifications
- INDOT 70-20-10 Adult Learning Model



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