**Mentoring Survey Summary**

**APPA Center for Research (CFaR) report for RMA**

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There were 347 responses to the survey. If we assume a population of 5,000 members then this response provides a confidence interval of just over 5 with a confidence level of 95%. This would indicate that the sample size provides enough responses for the empirical study to make reasonable inferences about the overall APPA membership’s opinions from the survey respondent sample size. If we assume a potentially higher population, say 7,500 members; then it would be more desirable to have a respondent sample size closer to 556. What this all means is that the response rate may not be sufficient to be considered a true sample of the available population from a statistical standpoint, however the responses do provide enough information to make some reasonable observations and inferences.

**NOTE: The axis represents the actual number of respondents, while the percentages for those respondents are included within the graph.**

Observation: There is reasonable representation across all of the APPA regions. The relatively high number of responses from RMA members provides the opportunity to review the region’s 14ers Club program’s success and opportunities for improvement.

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Observation: This summary is at the APPA level. There is a fairly good distribution of responses from those new to the industry through those with longer term experience.

Observation: This summary is at the APPA level. There is a good mix of respondents throughout various leadership levels in the organization; i.e. supervisor up through the senior facilities officer.

Observation: This summary is at the APPA level. There is a good mix of respondents with varying areas of responsibility across the facilities profession.

**RMA Specific results**

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Observation: RMA needs to continue advertising its mentoring program. 48% of the respondents are not aware of the RMA 14ers Club program.

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Observation: This indicates that RMA needs to continue advertising the 14ers Club as its regional mentoring program.

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Observation: Most responders who have participated in a mentoring program in the past have found it to be very beneficial. Many of the respondents found mentoring beneficial early in their careers and would like to share that experience with others. A few respondents expressed concerns with the lack of a good follow-up process. The RMA Lead Climber needs to ensure a strong review and follow-up process. Some members expressed the concern about their climbing partners and it was not a good match. A common concern from those who do not participate is the perception that it would be too time consuming. It is important for the Lead Climber to stress that it can help and save time. Contact with mentors can be as little as an hour a month and still be productive.

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Observation: 75% of the respondents to this question found a mentoring program to be beneficial. Across APPA, for those who responded, a common theme was that those who have participated in a mentoring program in the past have found it to be very beneficial. Many of the respondents found mentoring beneficial early in their careers and would like to share that experience with others. RMA should continue to improve and expand the RMA 14ers Club mentoring program.

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Observation: There is a strong willingness of respondents to participate as a mentor. This was high level of willingness to be a mentor was evident for all levels of experience and years in the industry; although as might be expected the percentage was of willingness to be a mentor for those with 0 to 5 years of experience was a little lower than those with greater than 20 years.

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Observation: Those newer to the industry were more likely to want to be mentored, although there was still a high percentage (55% of the total APPA respondents) of those with greater than 20 years in the industry that indicated they would benefit from having a mentor. These results from those with all levels of experience imply that there is a high interest within the APPA membership for a mentoring program. RMA should continue to reach out to those individuals who would like to participate as a mentee.

**NOTE: The axis represents the actual number of respondents, while the percentages for those respondents are included within the graph.**

Observation: Almost everyone felt that a mentoring program would benefit them in their APPA journey. The 12% tended to be the retirees and longtime members of the organization.

**Note: Respondents to Q12 were allowed to select multiple answers. Numbers within the graph indicate the total number of responses.**

Observation: The responses to this question varied slightly in order depending upon the length of time the respondent has been in the profession; however results were fairly constant for all respondents. Overall the most common reasons for wanting to participate include sharing knowledge, developing a professional network, passing forward experience to others, helping others excel, developing leadership skills, and assistance with career advancement. A significant number of respondents would like to participate to learn more about APPA and RMA indicating there is a market for potential future board members if the region focuses on helping this group meet their goals. Another interesting result is the high number of respondents who see a mentoring program as a means to help with succession planning within their organization.

**Question 13: What specific elements of a mentoring program should be considered during the program's development?**

The most common responses to this question were:

1. Good matching and pairing of the mentor and mentee.
2. Time concerns – some were concerned that it would take too much time and especially if regular face to face meetings were expected.
3. Developing leadership skills.
4. Location – some felt close proximity was important while others felt that cross institutional matching was best in order to provide a broader perspective and network base.
5. Programs should develop clear objectives.
6. Easy access in order to reduce the time commitments and to help with the pairings that may not be in the immediate location.
7. Provide a good program review to ensure those who are participating are getting the most out of the experience.
8. Ensure commitment by those who participate.

Several of the more senior respondents felt that a mentoring program would be a great opportunity for retirees and emeritus members to continue to contribute.

**Conclusion**

Questions 9 and 10 asked if respondents would be willing to participate as a mentor or mentee (82% and 77% answered yes respectively) and question 11 asked if the respondent felt that a mentoring program would benefit them (88% answered yes). This implies there is an interest to participate in a mentoring program from RMA’s membership. However, question 7 asked that if they were aware of an existing program do they participate and 47% answered no. Further research may be needed to determine why they do not participate when the overall results indicated they would be willing to and they would find it beneficial. Results from questions 9, 10 and 11 imply that there is an interest for a mentoring program within RMA and APPA, and it is recommended that RMA continue to pursue its mentoring initiative.

There are opportunities for improvement within the RMA regional program which include: mentor training; following up to ensure the matching is working for both the mentor and mentee; continue to improve the program to meet the ever increasing needs and expectations of the participants; and continue to market and promote the program to ensure all members know about the opportunity, knowing that there is a high interest in participating as both a mentor and a mentee. Overall, the program although only in its seventh year can be another offering to help our members achieve their goals and be active participants in their organizations, in RMA and in APPA.

There is a desire to have mentor training and one possibility is to work with APPA to develop such a program that could be available at APPA-U or delivered at the regional level.

A common theme was the concern about the time commitment. It is important for program administrators to stress that it can help and save time. Contact with mentors/mentees can be as little as an hour a month and still be productive, so participating does not have to be a burdensome process. Respondents reported benefits from participating with mentees appreciating the guidance and mentors appreciating the opportunity to share their experience and guide emerging professionals.

**Responses to specific questions**

**RMA**

**Question 7: If you answered Yes to Question #6, do you participate in a mentoring program?**

**If you checked No, what are your reasons for choosing not to participate?**

* I cannot meet the time requirement to give the program the attention it is due.
* Time management / Scheduling
* Not at this time
* I just learned of it.
* Just found out about this last year and I do not know anything about the mentoring program
* Time limitations, but I was a mentor in the 2013/14 Facilities Management Mentor Program at my institution, CU Boulder.
* My mentor and I seldom interacted. I would see my mentor at APPA or RMA functions.
* I have participated in the past.
* I have not pursued it.
* Haven't pursed at this time
* I'm a contractor.
* I am not sure how to get involved.
* Retired and No One Wants to be Mentored by an old has been!
* Lack of time and other commitments
* Do not know what the procedure is to participate
* Not sure. Just haven't engaged in that area.

**Question 8: If you have participated in a mentoring program, did you find it beneficial?**

* It helps in that there are resources to help people understand best practices and hopefully build that understanding in the organization, it also helps build relationships.
* Mentor's need to be given criteria and have a regular scheduled (touch base type) phone call, maybe monthly, just to check in and make sure things are going ok and if help is needed.
* Helps to have someone in the region you can reach out to.
* No response from my mentor yet. Must not be an email kind of guy.
* I only met once with my mentor. My mentor is a business partner. I may be better served by working with another educational facility professional.
* Wasn't matched to same FS department (Ops versus PDC).
* Having a person to talk with really helps when you are trying to get involved or would like to get advice.
* Keeping in touch with the pulse of newer employees and passing on institutional knowledge.
* Yes! It was a great opportunity to help improve the communication, cooperation and collaboration between M & O and PD&C in our department. As a long term employee on our campus I was able to pass on what I was told was valuable insight and stewardship skills. Having had the opportunity to graduate from the APPA Institute, take 3 Tracks of the Leadership Academy and my earn EFP, I've rounded my knowledge and enjoyed being able to pay some of that forward.
* I felt the program could have been structured better and the individuals paired in a more beneficial way.
* Mentoring helped me to listen for the real meaning of what people are saying and learn from someone who has experienced some of the same situations we are facing and what worked/did not work in that situation.
* I have benefited greatly from my mentor in the last year that she and I have worked together. We talk twice a month and it is nice to have someone to bounce ideas off of who has already experienced much of what I am learning to deal with.
* Not yet anyway; have achieved 14er status but have not yet paired with a climbing buddy.
* I manage our Department of Facilities Management Mentoring Program.
* The mentoring group has stopped communicating, and I have heard nothing from the mentor since August 2013.

**Question 13: What specific elements of a mentoring program should be considered during the program's development?**

* Take into consideration the experience and skill the person has and set up levels that are easy to understand so when someone approaches a mentorship opportunity they know what level to enroll in.
* I believe that we should be looking at developing the entire work force, and touch on the importance of all aspects of customer service (internal and external customer bases).
* Distance between mentor and mentee.
* Organizational Behavior in a complex organization. Structural/rational viewpoints vs cultural/interpretive viewpoints. Leadership. Continuing formal education. Matching a mentor with a mentee without turning the program into a dating service.
* Easy accessibility to both mentor and mentee, and not onerous to the mentor.
* Position, Time in grade, scale of programs, personality, email or no email.
* Match individuals from different institutions thereby creating a safe environment in which to grow and learn
* Financial concerns and time away from your campus. Though we have had some "ON LINE" PROGRAMS that were helpful I guess.
* Defined vision that leads to an ending point
* Training, resources and support for the mentor - a set of well-defined parameters for the program.
* The regional programs are appropriate at this point, however having a national mentoring program is not effective, promoted, use and needed at this time.
* Time, location, electronic communication, age span, organizational levels, attracting others into professional development.
* Match skill sets so that the mentoring has day-to-day information sharing opportunity... Share processes...
* Matching people appropriately
* Overall advancement on a professional level
* Succession planning
* Developing relationships can be challenging over distance and schedules. Also, finding compatibility or common ground could be challenging. The mentor may not be able to meet the needs or wants of the mentee.
* Specific trade knowledge and practical skills
* Selection and match of participants, proximity for individuals to allow for meetings, available time
* A strong program plan Action plans setting goals for the individuals Recognition of the relationships developed
* Defining what mentorship is and making sure the program adheres to the mission. Mentorship should be taking someone under your wing and showing them what it's about to be a leader and how you got there and how you inspire people, not just how to do the day-to-day things of your job.
* Goals for the mentor and mentee. Some predetermined level of experience for the mentor.
* Target and align mentor and mentee
* Create a mentoring program that is proactive in matching pairs who can help and learn from each other.
* Realistic time commitments
* The need for leadership in the organization. Stay current with happenings in the profession. Be willing to ask questions from other facilities professionals. It is important to be active in the regional association and APPA.
* Perhaps mentors/mentees need to be offered more of a structure. Especially if located remotely from each other, they may find little time to interact.
* Career development resume writing
* Writing a plan with set goals. Accountability.
* Broad considerations of all responsibilities as programs are developed.
* Good matching of Mentors and Mentees according to geographical or country location.
* Identify the overall goals and objectives for the program; describe the roles of mentors and mentees, time commitment; procedure for assigning mentors; expectations and outcomes.
* Ease of involvement
* Use of program bench marking starting levels and progress of mentees
* -Contents of the BOK -Learning about the FPI Survey and benefits -Learning about the different regions and networking -The CEFP program -Demonstrating Facilities Leadership in an educational environment -Participating at APPA functions and the Institute
* Matched job responsibilities, but at least a step higher in management /leadership for the mentor
* Personal visit vs email, phone. Regular communications. Consistency.
* Keep it well organized and transparent

**Question 14: Do you have other comments about mentoring or mentoring programs?**

* Great idea, I hope it gets off the ground.
* I would think that when possible, mentors and mentees should be paired up locally, but from different institutions - this allows for cross pollination of philosophies - I also would like to see informal meetings or think tanks that starting thinking and promoting sustainable practices for management and sustainable cultures in the workplace.
* I wish I had time to offer. Figure out how to make this work through Skype or other virtual presence means.
* I think sharing information is great, and if it can be done through a mentoring program, then all the better.
* So far all APPA programs seem to be going and doing well from the response and info from the RMA people.
* Get someone you can help that will help them
* Need to have buy-in from leadership to allow staff to have the time for mentoring (mentee or mentor)
* I believe there are significant benefits to a mentoring program for both higher-education facilities professionals and their respective institutions. With the current demographics and strong trend for increased retirements in the coming years, facilities leadership needs to wake up and start thinking about (and planning for) who will be doing these jobs in the future. This requires a firm commitment from the "top down" in an organization and the willingness to freely share information, resources and knowledge. I have seen little interest in this subject over my career until recently. I would love to have had a professional mentor in my career that wasn't threatened by my own success!
* Time is a real limitation for me right now; otherwise, I would love to participate.
* Continue with developing the program.
* We run a formal mentoring program internal to our portfolio and I am currently mentoring 3 people. This is about the maximum number that a person can handle. There should be a clear definition for mentoring that shows the difference to coaching. There needs to be a formal agreement in place and this cannot be part of on-going performance reviews.
* Time to help/participate is always a challenge.
* One of the great aspects of a mentorship program is the ability to understand our own values and gain confidence in how we present ourselves.
* I had informal mentors as a new facilities professional and it help me to a great degree.
* Sounds like a great concept.
* Love the idea, would benefit from the program on both the mentee and mentor sides...thanks.
* The #1 step is to identify those that could benefit from being mentored and show them why it is to their benefit to become more involved in APPA.
* Our department mentor program was launched in 2012, and we have realized very positive results and comments from our participants which have been described in the end-of-program evaluations.
* RMA's Fourteeners Club is a good model - it relates to the geographic region, is interesting, establishes a challenge that is self-mentoring. Thank you for asking.
* Should start early and be introduced at the emerging professionals meetings.
* Mentoring programs are essential to optimize people's potential and maintain excitement in the jobs