

# **Support to the Judicial Curriculum**

## **Mentoring in the Judiciary**

**Maureen E. Conner, Ph.D.**

# Objectives

1. **Define mentoring**
2. **Identify the functions, characteristics and stages of effective mentoring relationships**
3. **Articulate components of a mentoring program**
4. **Assess the need for a mentoring program**
5. **List steps required to establish a mentoring program**

# Mentoring

- **Mentoring is (1) a professional, work-related relationship (2) between a more experienced member of a profession or organization and (3) a lesser-experienced newcomer, (4) where the senior member offers advice and guidance designed to enhance the newcomer's skill development and socialization within the profession or organization.**

# Functions of Mentoring

- **Accept, support, and encourage**
- **Advise and guide**
- **Access the informal networks**
- **Challenge and provide opportunity**
- **Clarify values and goals**
- **Coach and model**
- **Inform and protect**

# Functions Continued

- **Socialize and host**
- **Sponsor and advocate**
- **Train and instruct**
- **Stimulate acquisition of knowledge**
- **Provide visibility and exposure**
- **Extend status and reflect credit**

# Characteristics of Successful Mentoring Relationships

- **Mutual agreement to participate**
- **Focus on the new member's success**
- **Interaction stretches new member**
- **Mutual respect and trust**
- **Openness and willingness to disclose**
- **Frequent interaction**
- **Mutual benefit**

# Stages of Mentoring

- **Initiation**
- **Cultivation**
- **Separation**
- **Redefinition**

# The Role of Mentoring Programs

- **Acclimate new members to the organization's formal and informal systems**
- **Orient new members through job-specific education and training**
- **Instill the organization's culture, goals, mandates, and objectives**
- **Identify and fast-track the most promising new members**

# Steps to Developing, Implementing, and Evaluating a Mentoring Program

- **Step 1: Determine need**
- **Step 2: Determine support**
- **Step 3: Develop the program**
- **Step 4: Develop administrative structure**

# Steps Continued

- **Step 5: Market the program**
- **Step 6: Evaluate the program**
- **Step 7: Make adjustments**

# Step 1: Determine Need

- **How many new judges per year?**
- **What level/jurisdiction will they serve?**
- **What is the geographic dispersion?**
- **What do they need to know and be able to do as a new judge?**
- **What other education and training is available?**

# Step 2: Determine Support

- **Determine the level of support from**
  - **Judges**
  - **Administrative structure**
  - **Judges associations**
  - **Fiscal officers**
  - **Educators**

# Step 3: Develop the program

- **Identify functions, characteristics, and duration of mentoring process**
- **Establish mentor selection criteria and training**
- **Outline the boundaries of mentoring**
- **Establish policies and procedures**
- **Agree on an evaluation process and criteria**

# **Step 4: Develop the Administrative Structure**

- **Select a manager**
- **Write mentoring instructions and forms**
- **Develop procedures for identifying, selecting, and approving mentors**
- **Develop procedures for admitting new judges into the program**
- **Develop procedures for matching mentors to new judges**

# Step 5: Market the Program

- **Develop and distribute informational materials**
- **Give presentations introducing the program to groups inside and outside of the courts**
- **Connect mentoring to other education and training opportunities**

# Step 6: Evaluate the Program

- Evaluate the overall value of the mentoring experience to the new judge
- Evaluate the performance of the mentor
- Evaluate the participation of the new judge
- Evaluate the value of the program to the court system
- Evaluate the administrative support structure

# Step 7: Make Adjustments

- **Determine what worked and what did not**
- **Identify whether the program goals were met**
- **Make adjustments**
- **Evaluate continually**

# References

Information contained in this session is based on *Mentoring in the Judiciary* (Conner and Anderson, 1992 and 1999).

*Mentoring in the Judiciary* is Monograph Two published by the JERITT Project at Michigan State University.

<http://jeritt.msu.edu>