Thomas County Central High School Work-Based Learning Program



Mentor Handbook

Brandi Miranda Work-Based Learning Coordinator

Career, Technical, and Agricultural Education (CTAE) Contact Information

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PURPOSE OF THE MANUAL

Policies and recommendations contained in this handbook represent the fundamentals for a successful Work-based Learning Program in Georgia.

This manual has been compiled for use as a guide for the WBL mentor. This handbook will help answer many questions that may arise. The success of the Work-Based Learning Program is primarily based on the quality of the placement of the student in a business and the instruction that the student receives as part of the Work-Based Learning segment of the program. A key individual in the Work-Based Learning is the designated mentor/supervisor.

Thomas County Central High School's WBL Program will adhere to policies and practices which prohibit discrimination on the bases of race, color, national origin, sex, and handicap in recruitment, hiring, placement, assignment to work tasks, hours of employment, levels of responsibility, and pay.

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Dear Mentor,

Welcome to the Work-Based Learning Program and thank you for agreeing to be a mentor! An integral part of the program is a supportive adult, referred to as a mentor, who is linked with the Work-Based Learning student. A mentor provides guidance and encouragement to the Work-Based Learning student as well as is involved in the teaching of work tasks and job responsibilities to the student.

The mentor performs a number of functions including:

- induction of the Work-Based Learning student into the business,
- training of the Work-Based Learning student,
- evaluation of the Work-Based Learning student, and
- counseling with the Work-Based Learning student on matters related to work.

Again, thank you for helping to build a foundation for future student success. If you have any questions or need assistance at any time, please do not hesitate to contact me, as we pledge our full support in this endeavor.

Brandi Miranda Work-Based Learning Coordinator Thomas County Central High School

WBL PROGRAM DESCRIPTION

Work Place Mentors

Many different individuals may be involved in teaching a Work-Based Learning student, or a single person may take on the entire responsibility depending upon the size of the business. In either case, one individual in a business is usually designated as the mentor.

The selection of the mentor is the prerogative of the business. However, an effective mentor must possess both the personal qualities and the technical competence to be successful. In addition, it is important for the business to provide time for the mentor to work with the Work-Based Learning student on a one-to-one basis.

Personal Qualities

A good mentor is one who is interested in young people. Mentors must know and perform their job well and be willing to share their knowledge. They should understand human relations and be of the character that the Work-Based Learning student will want to emulate.

Technical Competencies

A mentor should be proficient in performing technical competencies, which they teach to the apprentice or WBL student, and must have a broad understanding of the industry. It is critical that the business where the Work-Based Learning student is placed designate one employee to coordinate work efforts with the student at the worksite and serve as the student's mentor. In many businesses, a student will be rotated to various departments in a business to learn all aspects of the occupation and be under the direction of various employees (sometimes referred to as a coach), but the employee designated as the mentor should be responsible for coordinating and monitoring the training experience of the student.

The mentor performs a number of functions including: (1) induction of the Work-Based Learning student into the business, (2) training of the Work-Based Learning student, (3) evaluation of the Work-Based Learning student, and (4) counseling with the Work-Based Learning student on matters related to work.

ROLES OF THE MENTOR

Induction

The mentor orients the Work-Based Learning student to the job, to the business, and to industry as a whole.

Training

The mentor participates in the development of the training plan for the Work-Based Learning student under his or her supervision. The mentor assists the Work-Based Learning student in carrying out classroom assignments related to the job and evaluates the skill tasks listed on the Work-Based Learning student's training plan.

Evaluation

The mentor evaluates the Work-Based Learning student's progress in learning the job and communicates with the Work-Based Learning Coordinator the strengths and areas in which improvement is needed. The mentor verifies the Work-Based Learning student's attendance and production reports. Grades will include an Employability Skill Assessment and a Technical Skill Assessment from the Training Plan developed at the beginning of school. Mentors will mark students according to progress. Students cannot learn if they do not know what they are doing wrong.

Counseling

The mentor counsels with the student concerning performance both on the job and in school as well as the student's relationships with other employees. The mentor must take the responsibility for preparing the Work-Based Learning student for a definite goal and provide him/her with the individual attention necessary to attain that goal.

MENTOR PROGRAM CRITERIA

Below are suggested criteria for use in the mentor selection process. The list does not contain the mentor's responsibilities. Please refer to the Mentor Responsibilities section of this manual for a listing of the mentor's responsibilities.

Prerequisites:

- 1 − 2 years of experience in field
- 12 months continuous service with the organization
- Full-time status preferred
- Willing to serve as a mentor

Knowledge:

- Understands customer/supplier relationship
- Answers questions and be an information resource
- Understands company and department policies/procedures
- Is technically competent
- Knows company's and department's mission/vision/values

Personality/Traits/Characteristics:

- Integrity
- Counseling/listening skills
- Conscientious
- Well-liked by peers
- Enthusiastic
- Positive attitude
- Team player
- Good communication skills
- Coach

TRAITS OF AN EFFECTIVE MENTOR

Academic Support

Keeping young people in school; helping them graduate from high school; evaluating educational choices; directing them to resources for furthering their education.

Role Modeling

Pointing out, demonstrating and explaining actions and values that offer the best chances for success and happiness; helping apprentices see and strive for broader horizons and possibilities than they may see in their present environments. Role modeling helps young people raise their ambitions in life.

Attention and Concern

Many young people do not receive enough attention and concern from the adults in their lives. Mentors can fill in these empty spaces with dependable, sincere, and consistent attention and concern.

Accountability

A commitment made to an apprentice for a meeting, activity, or any kind of appointment should be a mentor's first priority, barring emergencies. This consistent accountability has several benefits:

- Cements trust between the mentor and student
- Sets a good example (role modeling for the apprentice to follow)
- Creates mutual expectations that can be met

Communication

This requires attention to three basic skills: listening, looking, and leveling.

Listening

Listening does not have to be passive - it can be as active as talking, if done correctly.

To listen effectively:

- Pay attention to the message. Do not be distracted by the speaker's delivery or dress.
- Do not think ahead to what you may say in response.
- Hear the speaker out. Do not judge immediately or interrupt.
- Do not think ahead to what the speaker may say.
- Listen for the facts, concepts, and feelings behind the words.
- Create a positive listening environment. Ask the speaker to talk louder or close a door, if necessary.
- Encourage the speaker to clarify what has been said. Provide feedback. Check out what you understand has been said and ask if you are correct.

Looking

People communicate with both verbal and body language. These are clues to help you understand more fully what the person is saying:

- Take note of facial expressions (smiles, frowns, questioning looks and body movements (crossed arms, foot tapping, and other signs of impatience).
- Make eye contact (keeping cultural differences in mind).
- Show you are listening by periodically encouraging him or her to continue.

Leveling

Leveling means being honest about what you are feeling and thinking without being angry or destructive.

- Be honest in what you say.
- Speak for yourself. Use "I" statements instead of "You" statements.
- Deal with other person's real feelings. Do not try to change them or ignore that they exist. Listen and try to understand.

Company Policy

The mentor will work with the person in charge of personnel to see that the apprentice is fully informed of all personnel policies, guidelines, procedures, and any other pertinent information that is necessary for success at the worksite. These will include, but not be limited to functions of the employing department, work days and hours, work requirements, notification procedures for absences, payroll documents, safety rules, use of telephone, report of injury, use of equipment, and any other items necessary for the apprentice to know.

Self-Esteem

Self-Esteem is how a person thinks about himself/herself. It is the value placed upon oneself. Work-Based Learning students, like everyone else, need positive nurturing that will promote the development of self-esteem.

The following helps develop positive self-esteem:

- Praise Compliments
- Recognition Respect for Others
- Trust New growth experiences
- Positive role models Opportunities for success
- High expectations Appreciation for assistance

The following damages self-esteem:

- Repeated criticism Insensitivity
- Ignoring strengths Unrealistic expectations
- Verbal rejection Lack of sincerity
- Disinterest Put-down/negative labels
- Negative experiences Repeated failures

TIPS FOR MENTORING WBL STUDENTS

Demonstrate task performance by doing the task while the Work-Based Learning student observes. While performing the task the mentor (coach) points out important features and checks the student's understanding by asking questions and encouraging the student to ask questions. (Reciprocal questioning is also part of other functions).

Explain how to perform a task correctly. Explanation may accompany demonstration or be provided separately. It sets out performance criteria, points out what problems are likely to occur, and identifies possible problem-solving strategies.

Explain why a task is performed a certain way. A mentor (coach) must explain why the task is performed according to certain specifications, provide information about the business management or scientific principles underlying the procedures, and explain how the task relates to other tasks.

Monitor and critique the WBL student's attempts to do the task. While monitoring the Work-Based Learning student's performance, the mentor (coach) gives clear and immediate feedback. Although monitoring and feedback are continual, the interval between instances increases as the student gains competence and the mentor (coach) encourages the student to monitor his or her own performance and to seek help when difficulties arise.

Model problem solving by thinking aloud and demonstrating problem-solving strategies. Modeling includes explaining what questions the Work-Based Learning student can ask himself or herself when problems arise, identifying the kinds and sources of information the student might need to find a solution, and pointing out important information or cues that the coach is relying on to guide problem solving.

Keep a watchful eye. Watch for signs of boredom or indifference. Try to create opportunities and experiences that foster discovery of new ideas and development of new skills.

Ask open-ended questions. Check periodically to see how well and how much the student is learning. Ask open-ended questions such as, "What has been most challenging to you these past few weeks?"

Provide support without rescuing. Too often mentors say, "Let me show you how to do that," when they should be asking, "What you think you should do next?" It takes patience and courage to stand back and let a student risk failure. However, the most significant growth happens through the discomfort of grappling with a new situation.

Avoid messages of perfection. The greatest gift a mentor can give students is to be authentic. When you make a mistake, you can show how you learn from that mistake and are more competent as a result. Make sure that the student understands that you are still a learner yourself.

Have the goals of the program firmly in mind when you engage with your mentee. Think about what activities would help foster the desired results.

Remember that you are not taking the place of the parent. Even though there will be times when you are in a parenting role, it is important to inquire how the mentee's parent(s) feels about things. Keep personal discussions to a minimum.

Express a sincere interest in the program as a whole. This helps the mentee understand that he or she is part of a bigger effort and that there are other partnerships in existence. This addresses the adolescent's need to belong and be part of a peer group.

Assist the student in setting realistic, obtainable goals for the year. Ask the mentee what he or she would like to accomplish and be ready to introduce him or her to others who can help.

Understand that the process of the professional relationship is just as important as guiding the student through a job task.

Remember to be an active mentor. That is, when you are with the mentee, try to actively engage with him or her. Remember that adolescents are not comfortable with silence.

Never underestimate the power of continuity in a young person's life. If you are unable to meet with your mentee as frequently as you would like, just be sure that you keep to the schedule that works for both of you.

If your mentee has taken an avoidance approach to the work situation, try to get as much information as you can that might explain this behavior, and KEEP TRYING! Many mentees will seem stubborn or unmanageable on the outside but, in fact, are willing to engage.

As the relationship progresses, try to refrain from "selling" your mentee on doing something and concentrate more on encouraging the mentee to want to do it on his or her own. This process, which is known as "guided discovery," is a more skilled and subtle process than "selling," but almost always achievable.

Become a great listener. The best and fastest way to establish a positive relationship with your mentee is to encourage the mentee to talk, to draw him or her out, to ask questions in a way that does not require a "yes" or "no" response. A good listener does this well; a teller encourages silence or one-word answers.

Never dominate a conversation or activity unless there is a good reason, for example, getting over the newness for the first few meetings.

Additional Suggestions for Mentors Regarding WBL Students:

- Match voluntary mentors and Work-Based Learning students. Better working relationships form
 when voluntary mentors are matched with WBL students rather than assigning mentors that are
 told they must be a mentor.
- Match by gender where possible.
- Notify WBL Coordinator immediately if problems arise.

(See Appendix A for Orientation Checklist)

MENTOR'S RESPONSIBILITIES

1. Grading/Assessing Student's Work

An Individualized Educational Training Plan will be incorporated into the Mentor's Evaluation of the student and will be used to assess skills and knowledge of on the job training as well as to assess work ethics/general employment traits identified as being important to success on the job.

In addition, the training sites are visited by the WBL coordinator, the students are observed at work, and the mentors that have been assigned the responsibility of training the student are consulted. The employer's/mentor's evaluation (based on job skill and work ethics) will count towards student's final grade for the course and is completed by the mentor twice a semester.

(See Appendix B for sample Training Plan score sheet and TCCHS's WBL Employment Evaluation Form. These should be submitted to the WBL Coordinator.)

2. Work Wage Reports

TCCHS's Work Wage Reports (monthly time sheets) are completed by the student and signed by the mentor. A percentage of the student's grade for the course comes from turning in completed monthly time sheets.

(See Appendix C for sample TCCHS's Work Wage Report. Students should submit to WBL Coordinator.)

3. Employer Evaluation of Program and Student

Mentors will receive notices about evaluating students and program throughout the year. Mentors should complete evaluation forms and return to WBL Coordinator.

Student Information Form for Mentors

Referred by:	Date:	
Name:	Birthdate:	
Address:		
	Home Phone:	
Parent/Guardian Name:		
Work Phone:		
EMERGENCY INFORMATION: Emergency Contact:		
Relationship:	Emergency Phone:	
Address:		
Social (specify) Career/Job Information Self-Image Enhancement Employment	Sports (specify) Music (specify) Career Interests Fashion/Shopping Dance Other (specify)	
What is your daily schedule at school?	u.	
1 st period:		
2 nd period:		
3 rd period:		
4 th period:		
5 th period:		
6 th period:		
7th pariod:		

What is your usual schedule on	the weekends?
List your hobbies or special int	erests.
What social or extra-curricular	activities are you involved in at school or the community?
Who is your favorite singer?	
What type of music do you like	e?
What is your favorite television What movie do you consider the	
What has been your most emba	arrassing moment since you began high school?
What do you think you might e	enjoy about being involved at my company?
MENTOR ASSIGNED:	DATE:
COMPANY:	ASSIGNED RV

Mentor Evaluation

(Completed by the student)

Name of Mentor	Date	
Business/Industry Name		
Student (sign)		
Cluster Area		
In an effort to evaluate the effectiveness of questions by checking the appropriate ans	of the mentoring experience, please indicate your swer.	responses to the following
1. Did the mentor help to establish a mutumentoring relationship?YesN	nally beneficial relationship, set parameters, limit lo	tations, and goals of the
2. Mentor communicated his/her expectat	ions successfully?YesNo	
3. Did the mentor establish collegiality, fr	riendship and respect in a professional manner?	
4. Could you feel free to discuss problems	s and seek advice?YesNo	
5. Did the mentor: Provide an orientation session?Yes Discuss company policies/procedures? Develop problem-solving, critical thinkingYesNo	YesNo	
Keep pertinent facts confidential?Y Encourage and reinforce in a positive man Establish a trusting relationship?Yo Take a personal interest in the me alternatives?YesNo	YesNo nner:YesNo esNo ntee and encourage generation of ideas, solution	.s,
Assist in building self-esteem and confide Provide an opportunity to rotate to a varie Promote personal, interpersonal and profe	ety of job tasks?YesNo	
Provide an atmosphere of acceptance with	n serious and humorous interactions?Yes	No
Communicate openly about the profession	n and discuss career options?YesNo	
short-term goals?YesNo	eds of the mentee?YesNo	nd

Overall	, now would you rate the mentor that you have been working with?
	Superior
	Excellent
	Average
	Below Average
	Poor
List be	ow any comments you might wish to express regarding your mentoring experience:
What s	aggestions do you have for improving this experience?
	
What d	id you like the best about your mentoring experience?

APPENDICES

Appendix A	Work-Based Learner Orientation Checklist
Appendix B	Sample Educational Training Plan Sample Employment Evaluation Form
Appendix C	Work Wage Report (Monthly Time Sheet)

Appendix A Work-Based Learner Orientation Checklist

The following is a suggested checklist that you as mentors may wish to review with your mentees.

1. Department/Company Tour	
2. Introductions to Appropriate Personnel	
3. Location of Fire Alarms, Fire Extinguisher, and Fire Exits	
4. Review of Emergency Procedures	
5. Location of Restrooms	
6. Explanation of Authorized and Unauthorized Areas	
7. Parking Procedures/Locations	
8. Name Badges (Identification, Clocking In/Out)	
9. Location of Time Clocks/Bulletin Boards	
9. Company Policy Regarding:	
Confidentiality; Dress Code; Breaks; Smoking;	
Sexual Harassment; Safety; Attendance/Tardiness	
10. Telephone Procedures/Etiquette	
11. Pagers/Beepers/Electronic Devices at Work	
12. Interaction with Other Departments	
13. Location of Policy/Procedure Manuals	
14. Working Hours	

Appendix B

Thomas County Central High School

Work-Based Learning Training Plan (from date of hire through May 15 or 21, 2015)

Student			
Business Name			
Work Supervisor/Mentor's	Printed Name		
Student Employee's Job Tit	:le		
Career Goal:			
Name of postsecondary inst	citution you plan to	attend (if applicable)	
back of this form. As addit		Please provide a detailed listing. Additiona red/assigned, this list must be updated.	l duties may be entered on the
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
		ntial health/safety conditions related to this spec /supervisor confirms that the student has (or wi	
Student's Signature	Date	Parent's Signature	Date
Work Supervisor's Signatur		WBL Coordinator's Signature the basis of race, color, sex, religion, national origin, age, or	Date Or disability in employment practice.

educational program, or any other program, activity or service.

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Appendix B EMPLOYMENT EVALUATION FORM

Student Progress Report Evaluation Period Ending: Student: Due Date: School: TCCHS Employer: Directions: Please evaluate the student-employee as fairly as possible and as compared with workers with the same experience. Mark the number for each statement that most accurately reflects the student's performance in that category. Speed Care of Working Area Job Learning **Quality of Work** Very accurate and thorough Very fast Very clean and orderly 10 Learns exceptionally well 9 9 9 Careful, rarely inadequate Fast Keeps area clean Learns with ease 8 8 8 8 7 7 7 7 Usually accurate 6 6 Learns adequately 6 Average 6 Average 5 5 5 5 Careless 4 4 Slow 4 Careless 4 Learns with difficulty 3 3 3 Makes many errors 2 Very Slow 2 2 2 Very untidy Little or no learning 1 Use of Time Initiative Use of Materials Attendance Very busy 10 Self motivated Very careful Always prompt - present as 10 10 scheduled 9 9 9 9 8 Busy 8 Needs little direction 8 Above average 8 Seldom off - valid reasons only 7 7 7 7 Performs as 6 Average 6 6 Acceptable 6 Absent occasionally instructed 5 5 5 5 Not a self starter 4 **Needs Improvement** 4 4 Careless 4 Above average 3 3 3 3 Wastes time Must always be told Wasteful Excessive absences 2 2 2 2 what to do 1 1 1 **Attitude toward Superiors** Customer Contact Attitude toward Co-Workers Vey cooperative and friendly Very respectful, helpful, Very courteous accepts criticism well 9 9 9 8 Cooperative and friendly 8 Respectful, helpful, accepts 8 Pleasant, respectful, helpful criticism well 7 7 7 6 Cooperative 6 Average 6 Average 5 5 5 Has negative attitude Does not accept criticism Needs improvement 4 4 4 3 3 3 Unable to get along Disrespectful Discourteous 2 2 2 1 1 1 Responsibility **Dress and Grooming Enthusiasm** Very eager to learn Accepts readily and handles 10 Always good 9 9 9 8 Enjoys work 8 Accepts willingly 8 Most often good 7 7 7 6 Average 6 6 Occasionally poor Accepts 5 5 5 4 Shows little interest in job 4 Needs improvement 4 Often poor and inappropriate 3 3 3 Does not like to work Unsatisfactory 2 2 2 Always inappropriate 1 Employer/Supervisor/Mentor: (signature)

Fax to Brandi Miranda at 229-227-2404

Student:

Appendix C

MONTHLY TIME SHEET DUE TO MRS. AUSLEY BY $\underline{10^{\text{TH}}}$ OF THE FOLLOWING MONTH

(May's is due May 8, 2015. Estimate your hours for the remainder of the month.) You are under contract to work through Thursday, May 21, 2015.

B) Sick

C) Legal Holiday

Name	Employer			Hourly W	age				
Work-Site	e Supervisor's	Signature							
(Undernea		onth) (Aug.	Sept. Oct.		Dec. Jan.	Feb.	Mar. Apr.		
Date	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Hours	Total Wages
Dates by week go here	·				V				
Ex.: 8/1-5		2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00		15	\$87.75
8/8-12		2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00		15	\$87.75
8/15-19		2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00		15	\$87.75
8/21-26		2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00	2:00-5:00		15	\$87.75
							othly Hours & ges (gross pay)		\$351.00 (MUST BE FILLED IN, OR GRADE IS A 75.)
Reasons for A) Off	or absence from f day		octor's Appt.						

E) Personal (specify)

F) Other (specify)

MENTOR ACKNOWLEDGEMENT OF RESPONSIBILITIES FORM

This Mentor Handbook has been created to help each WBL mentor gain the greatest possible benefit from the WBL experience. It is important that every mentor understands the contents of the WBL Mentor Handbook and be encouraged to follow the rules and guidelines set forth in the WBL Mentor Handbook. Please sign this Mentor Handbook form and return to the WBL Coordinator. Your signature acknowledges receipt of a copy of the WBL Mentor Handbook and indicates that you understand the responsibilities outlined in this Mentor Handbook.

Mentor Name (Please Print)		
Mentor Signature	Date	
Business Name		
Email		