This is a draft Resource Map for - IRIS/UNAVCO+ Pod. This was adapted from the “Sample Ph.D. Mentoring Plan” developed by Vashan Wright (Woods Hole Oceanographic Institution) and Karin Block (City College of New York and CUNY Graduate Center), License: CC BY-NC-SA 4.0. Some of these will be resources common to all and some will be questions for identifying specific resources based on needs/interests identified during initial meetings while implementing the mentoring plan.

Main points from discussion:
- This is a deliverable we are currently lacking at our organizations
- We plan to address this as a priority in order to support new hires and current staff

What do we want to add to our organizations and to the future geophysical facility:
- Mentoring guidelines - requirements for supervisors to be trained as mentors, incorporate additional questions/discussion points into the 6 month goal reviews like “are you able to build your network appropriately, are there additional resources you need to succeed”

UNAVCO

- Mentoring plan
  - Employees
    - There is a robust onboarding process for new employees to meet with the needed people in HR, IT, Business Affairs, and other departments within their first few days (onboarding checklist).
    - Usually additional meetings are set up in the first week or two by the manager in order to acquaint the new employee with other staff they will be working with.
    - There is no official mentoring process. That process is left up to the particular manager. Some managers do encourage regular meetings with a particular staff member to serve in a mentoring-like capacity, but this is not uniformly enacted.
    - HR holds follow-up meetings with new staff at 1, 3, and 6 months after starting
    - Employees have semi-annual goal meetings - near the start of fiscal year to define a few goals and then midday way through the year to discuss project and ideas
  - Interns
- Interns also go through an onboarding process similar to that of regular employees but with the subset of components relevant to interns
- Mentoring is taken very serious and considerable effort goes into providing resources and training for mentors (see files in this supplementary folder)
- Interns have regular meetings with their mentors, the internship director, and other staff as needed to support their learning.
  - There are no rubrics associated with employee or intern mentorship.

- Core work resources
  - Code-of-conduct - UNAVCO has a Employee Handbook (see supplementary folder) that contains detailed information and includes a code-of-conduct (see also Session 6 deliverables for code-of-conduct text. All employees must sign that they have read it soon after being hired and periodically when it is updated.
  - Communication plan and expectations - general expectations for open communication are described in the Employee Handbook. More detailed expectations may be defined by different managers but this practice is not consistent across the organization.
  - Reporting Policy - a formal reporting policy for harassment and other safety issues is described in the Employee Handbook. Less formal suggestions can be given via a Slack channel or an anonymous online suggestion box.
  - Equipment - all equipment needed for field operations are provided by UNAVCO beyond basic appropriate clothing and footwear.
  - Conference and workshop participation - attendance is generally determined by a given employee’s manager and based on their job duties. All allowable travel costs are paid for by UNAVCO. One or two Education and Community Engagement staff do attend conferences such as SACNAS, NABG, and AISES for the purposes of networking and recruiting interns.

- Community support and mental health resources
  - UNAVCO offers mental health resources and counseling through our paycheck provider - Trinet.
  - Periodically, particularly after significant and taxing events, UNAVCO management or HR reminds staff of mental health options and the need to take care of yourself.
  - In general taking PTO is encouraged, although how often this is voiced and how truly supportive the process is, depends on the manager. Some managers are definitely less supportive of taking PTO. This may be more likely for the field staff.

- Skillset support resources
  - Many different types of training are available for different types of staff members. Field engineers probably go through the most training in order to make sure they are ready for the wide range of safety situations they might encounter (see Safety & Health policy in supplementary folder); but appropriate training is available to
all employees. The ease of which training is offered or approved, may vary between managers

- Professional development resources
  - A variety of professional development resources, generally in the form of online tutorials/videos are available through HR (actual provider has varied)
  - In 2020 UNAVCO enacted a new program that allows staff to apply for professional development funds that are beyond the scope of what would be required training for their current job. There is currently an annual cap of $10,000 available in the program.
  - Individual managers may approve other professional development opportunities such as Women's Leadership Council conference, Mental Health First Aid, or Project Manager training.

- Outreach resources
  - The UNAVCO IDEA committee has compiled a resource list related to inclusion diversity equity and accessibility (must be logged into UNAVCO to view). Committee members and other staff also contribute to an #inclusion Slack channel to promote resources and opportunities.

IRIS

- Mentoring plan
  - IRIS runs an internship program through its Education and Public Outreach group that connects students and mentors for summer research experiences. The IRIS Intern/Mentor Participant Handbook (last revised May 17, 2019) outlines the expectations for participants and mentors in this program. This handbook outlines expectations for work week hours, weekly project status meetings, procedures for reporting issues and concerns, travel costs, anti-harassment policy, etc.

  - For IRIS employees, there is no official mentoring program although this could fall under the rubric of supervisor duties. Supervisors set expectations, according to the policies laid out in the IRIS Employees Handbook (November 2018). Evaluations occur during semi-annual “Goal Meetings” between supervisors and employees that lay out project goals for the next six months and review the employees’ accomplishments over the past six months, with an emphasis on acknowledging good work, paths to improvement (if needed), and opportunities for professional development.

- Core work resources
  - Code-of-conduct
    - All employees must sign an acknowledgment that they have read and understood the IRIS Employees Handbook which describes in detail IRIS
policies for equal opportunity hiring, work hours, vacation, standards of conduct, social media use, and more.

- All employees must sign an acknowledgment that they have read and understood IRIS’ Harassment, Discrimination and Retaliation Prevention Policy when they are hired. In addition, they are required to complete an annual training course on Preventing Harassment Compliance.

- **Reporting Policy**
  - The IRIS reporting policy as written in the Employee Handbook:
    
    “Reporting Procedures
    The following steps have been put into place to ensure the work environment at the Company is respectful, professional, and free of discrimination, retaliation and harassment, including sexual harassment. If you feel that you have been subjected to conduct which violates this policy, you should immediately report the matter to your Manager/Supervisor. If you are unable for any reason to contact this person, or if you have not received a satisfactory response within five (5) business days after reporting any incident of what you perceive to be in violation of this policy, please contact your second level Supervisor.
    
    Note: If your Supervisor or next level Manager is the person toward whom the complaint is directed you should contact any higher-level Manager in your reporting chain. Employees may also contact Human Resources or the ADP TotalSource MyLife Advisors at x if they are uncomfortable for any reason using the above procedure. Every supervisor who learns of any employee’s concern about conduct in violation of this policy, whether in a formal complaint or informally, must immediately report the issues raised to his or her manager or if the manager is the person toward whom the complaint is directed, the supervisor should contact any higher-level manager in his or her reporting chain.”

- **Conference and workshop participation**
  - IRIS sends a number of participants to geophysical conferences each year to present abstracts and often has a booth presence at AGU where staff interacts with the public. IRIS and UNAVCO jointly run the annual SAGE/GAGE workshop. Although an effort is made to involve all interested staff in these meetings, the number of people that can participate is constrained by the travel budget.
  - Participants in the IRIS Internship program are required to submit abstracts and present their work at a professional scientific meeting. Expenses for required travel are covered by the internship program.

- **Community support and mental health resources**
  - IRIS partners with ADP TotalSource, a Professional Employee Organization. One of the benefits that is offered through ADP is the Employee Assistance Program (EAP) that offers no-cost licensed counselors for the employee and their family (with limited number of sessions per concern). EAP also offers referrals for childcare, eldercare, legal, health advocates, and other resources.

- **Skillset support resources**
- The IRIS policy for skills training is outlined in the “Training & Professional Development” document (Policy #211, version 1.0, effective date August 1, 2019).
- Skills training is available and assigned by a supervisor when an employee lacks the necessary skill set for a project. The supervisor, with support from HR, selects a course, seminar, or workshop for the employee to complete. Approval is needed by the Financial Services department before the course is undertaken. Course fees are charged to the relevant project award/subaward.
- Safety training for employees engaged in field work is required.

- Professional development resources
  - The IRIS policy for professional development training is outlined in the “Training & Professional Development” document (Policy #211, version 1.0, effective date August 1, 2019).
  - IRIS encourages all employees to undertake professional development training, which IRIS policy defines as “an activity assigned by a Supervisor that will allow the employee to grow professionally within this organization or another. The activity is not a requirement of the current role or assigned award.” The procedures for assigning professional development courses are the same as for skills training, except the costs are borne by the Fringe Benefits pool.
  - In addition, IRIS has an Educational Assistance Policy (Policy # 205, version 1.0, effective date July 1, 2017). This supports educational courses that are pursued by the employee on personal time, not assigned by a supervisor, and not required to perform the employee’s job. Education assistance reimburses qualified educational expenses up to $2000/yr for full-time employees who have been at IRIS for more than 1 year, subject to management approval.

- Outreach resources
  - IRIS staff typically participate in outreach activities like the USA Science and Engineering fair on a volunteer basis, though the EPO staff have some activities like this as part of their tasking.