



eLEET: Electronic Laboratory Employee Enrichment Toolkit

Roles of Supervisor, Mentor, and New Employee

Supervisor

A supervisor is a person who oversees the day-to-day performance of a group of employees to ensure that production goals are met within acceptable levels of quality, costs and safety. Supervisors are usually authorized to recommend and/or effect hiring, disciplining, promoting, rewarding, and other associated activities regarding the employees in their departments. A supervisor plays multiple roles at the same time including planner, a manager, a guide and leader, a mediator, an inspector, role model and/or counselor, and can also serve as a mentor.

The supervisor is responsible for managing the on-the-job performance of the employee, including performance assessment/appraisal and has authority to direct actions. Historically, the supervisor's main focus has been on meeting short term targets and day to day work; employee development has not been a primary focus.

The supervisor's role in the e-LEET program is to dedicate time to encourage and work with the new employee, through the various stages of orientation and employee enrichment.

Mentor

A mentor is a trusted friend, counselor or teacher, usually a more experienced person with good coaching skills. The primary role of a mentor is to provide guidance and support to their mentee based on his or her unique developmental needs. At different points in the relationship, a mentor will take on some or all of the following roles: coach/advisor, source of encouragement/support, resource person, champion or devil's advocate.

The mentor will usually have a long-term, more strategic focus on the mentee's development. A primary aim in the mentoring relationship is for the mentee to become independent of the mentor. The mentor in the e-LEET program will be a fellow laboratory employee, not necessarily in the same unit as the new employee. Their role is to guide, coach and make suggestions to the new employee and serve as an advocate for their mentee.

New Employee

The newly hired employee also has a role in the e-LEET program. They must take personal initiative to participate in the various components of the program,

and actively pursue opportunities to grow, develop a sense of belonging, and feel that they are making a difference in their workplace.