



Mentor/Mentee Discussion Guide: Supervision

Insights to Action is a suite of resources meant to help state and local public health agencies improve recruitment and retention by acting on their data from the Public Health Workforce Interests and Needs Survey (PH WINS). Find more tools like this at <http://debeaumont.org/programs/insights-to-action/>.

Mentor/mentee relationships are integral to supporting employee development. Some agencies may have **formal mentorship programs**, while employees in other agencies may be responsible for forging their own relationships. Mentor/mentee relationships can be a great way to enable experienced supervisors in an agency to support newer supervisors.

This guide is meant to help any mentor/mentee pair discuss the opportunities and challenges associated with people management. The questions are meant to be answered by both the mentor and mentee and are designed to spur discussion.

Discussion Questions

1. What do you find most rewarding about being a supervisor? What is most challenging?
2. What is a situation with a direct report that you wish you would have handled differently? How did you handle it, and what do you wish you had done instead?
3. What is something you've learned about people management along the way, and how did you learn it?

The Public Health Workforce Interests and Needs Survey (PH WINS), conducted in 2014, 2017, 2021, and 2024, supports the government public health workforce by measuring strengths and gaps to inform future investments in funding, training, recruitment, and retention.



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4. Is there something you're struggling with now that you'd like some advice on?
 5. Please discuss your approach to the following, and explain why you think it's important in people management:
 - Strategic planning
 - Coaching
 - Delegation
 - Communication with direct reports
 - Conflict resolution
 - Accountability (for self and team)
 - Adaptability and flexibility
 - Active listening
 - Empathy and emotional intelligence
 - Humility
 6. What is something you'd like to improve related to being a supervisor? How can your mentor/mentee help you?
 7. What are next steps from this conversation?