



Mentoring

Program

Resource Guide

2016

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Introduction

Welcome to the ASET Mentoring Program! Mentoring partnerships are a big part of professional and personal development for technology professionals.

The program aims to connect experienced technology professionals with technology students, junior ASET members, and internationally- trained professionals to achieve a mutually beneficial relationship where insight and experiences can be shared and discussed with confidentiality.

To us, the term 'mentoring' describes a relationship that sets out with the intent to support a mentee's learning or developmental journey. It's about reflecting, encouraging and advising through the learned knowledge of the Mentor, guiding the Mentee on a pathway that bypasses the solo, trial-and-error approach.

Mentoring is a two-way relationship that is based on mutual trust and respect between the Mentor and Mentee. Personal and professional development is gained by both parties as each has different experiences with unique takeaways.

Every mentoring relationship is different, but each presents the opportunity for both the Mentor and Mentee to learn from each other.

We will now look at the process in more detail and explain how to get the most out of your mentoring partnership.

The Benefits...

... of being a Mentor:

The experience of mentoring fosters leadership and interpersonal skills, enhances creativity and professional synergy, ignites a sense of fulfillment, and inspires self-reflection of the lessons learned along the chosen career path.

... of being a Mentee:

Being a Mentee means receiving the gift of experience-based knowledge and wisdom. It can help build confidence and interpersonal skills, creating a pathway to personal and professional growth.

... to the industry:

Mentoring partnerships breathe life into the future of the industry, combining generational strengths, discovering talent, encouraging the adoption of best practices and building strong networks of support.

The Mentoring Partnership

Mentoring is:

- A relationship in which the Mentee takes **active responsibility** for their own learning and development, and the Mentor serves as a facilitator of that growth.
- A relationship built on the history, experience, and knowledge of **both** partners.
- A relationship in which the Mentor **facilitates** the Mentee's growth and development by asking thought-provoking questions and providing insight.
- A relationship based on honest, two-way **communication**.

Mentoring is not:

- A relationship in which the Mentee passively receives instruction from the Mentor.
- A relationship in which the Mentor tries to mold the Mentee into a version of themselves.
- A relationship in which the Mentor solves the Mentee's problems for him or gives him all of the answers.
- A strategy to find employment.

The Role of a Mentor

What is a Mentor?

A Mentor is someone who has more experience and who acts as a trusted confidante over a flexible period of time. A true mentoring partnership is a mutually beneficial learning experience where the Mentor shares their experienced-based knowledge and promotes through a self-discovery approach.

A Mentor should:

- Listen, confidentially, to the concerns that are worrying or confusing the Mentee.
- Provide an outside perspective.
- Help by sharing their own experience of both failures and successes.
- Give friendly, unbiased support and guidance.
- Provide honest and constructive feedback.
- Be a sounding board for ideas.
- Facilitate decision making by suggesting alternatives based on personal experience.
- Provide contacts and networks to further personal and professional development.
- Inspire the Mentee to realize their potential.
- Provide ongoing support and encouragement.
- Gently push the Mentee to take action.
- Work with the Mentee to shape goals and develop action strategies.

A Mentor is not expected to:

- Provide a counselling service.
- Find the Mentee job prospects.
- Provide on-site training service or a coaching service.
- Provide therapeutic interventions.
- Sort out all problems.
- Take the responsibility for making the Mentee successful – the ultimate responsibility for making the Mentee successful is down to the Mentee.

Best Practices

A successful Mentor is someone who:

- Is open to new possibilities and ideas.
- Keeps connected with their Mentee.
- Listens “actively” and objectively.
- Questions what is important to their Mentee and explores their skills, aptitudes, and aspirations.
- Challenges assumptions and acts as a sounding board.
- Creates an open and candid relationship, fostering trust and self-exploration.
- Regards all discussion as confidential.
- Brings a professional approach to the mentoring partnership.
- Recognizes when alternative sources of help are needed.
- Has appropriate training and experience for the role.
- Acknowledges when the mentoring partnership is complete.

What ASET needs from YOU:

You will receive a monthly check-in email from the Program Coordinator. You’re expected to respond within a week with an update on your partnership status, the hours spent mentoring in the month previous and the form(s) that your communication took place.

ASET requires this information to ensure that you have the tools to successfully facilitate your match. It also serves as a source of insight that enables further development of the program.

Example Mentor Email Update:

Hello,

My match with Kate is going very well. We’ve met up a few times to discuss her transition into her new position. We also keep in contact by email throughout the week

Total Hours Mentoring in MAY:	3 hours
In-Person: (hrs)	1.5
Email: (hrs)	1.5
Video Chat: (hrs)	0
Phone: (hrs)	0
Other activity: (hrs)	0

The Role of the Mentee

What is a Mentee?

A Mentee can be a student, junior professional, or an internationally trained professional who seeks guidance in developing themselves and their career through the help of an experienced professional in their discipline of interest.

When entering a mentoring partnership, a Mentee needs to be ready to contribute the following:

- Time, energy and enthusiasm.
- A commitment to regular and open communication with their Mentor.
- Engagement in discussion and reflection of goals.
- A desire and readiness to take specific actions to reach the stated goals.
- Passion for growth and development.

A Mentee should:

- Listen actively.
- Communicate openly about concerns, opinions, perceived barriers, etc.
- Be open to receive constructive feedback and creative suggestions.
- Prepare for meetings with questions, the status of set goals and current event updates.
- Take steps outside of meetings to reach goals.
- Communicate availability and preferred way to communicate.
- Touch base at least once per month to keep connected throughout the partnership.
- Share updates on previously discussed actions, changes in goals and circumstances, etc.
- Respond promptly in respect of the Mentors time and effort.
- Provide feedback on the results of previous discussions.
- Designate a notebook to record ideas, progress and to-do's at mentoring meetings.
- Acknowledge when the mentoring partnership is complete and communicate it with the Mentor and the Program Coordinator.

A Mentee should not:

- Go “missing in action” or “ghost”.
- Ask a Mentor for help in finding employment.
- Rely on the Mentor to come up with all the solutions.

Best Practices

A successful Mentee is someone who:

- Is self-motivated.
- Considers and explores their skills, aptitudes, and aspirations.
- Is honest about the difficult topics (i.e. self-doubt, perceived barriers, shortcomings, etc.)
- Regards all discussion as confidential.
- Brings a professional approach to the mentoring partnership.
- Recognizes when alternative sources of help are needed.
- Reaches out to the Program Coordinator when the partnership is not meeting expectations/needs.
- Acknowledges and communicates when the mentoring match is complete.

What ASET needs from YOU:

Once a month you will receive a check-in email from the Program Coordinator inquiring about the success and status of your mentoring partnership. Please respond with your feedback and whether or not your partnership is going to continue.

ASET requires this information to ensure that you are set up for success with your Mentor and to keep the program current and updated.

Example Mentee Email Update:

Hello,

My mentorship with Dan is still ongoing and things are going well for us. We are scheduled to meet again next week to discuss the new project I have been given at work.

Thank you for checking in!

The Mentoring Process

Forms of Communication

Mentoring partnerships exist in many different forms based on geographical location, needs and preferences. As a result, many different forms of communication are used to connect.

For long-distance partnerships, we recommend using video call services, such as **Skype** or **FaceTime**. Alternative methods can include **email**, **text** and **phone**.

ASET welcomes and encourages **in-person** meetings when possible.

The Introductory Meeting (1st session)

A successful mentoring partnership develops through a good relationship based on open communication, respect and proactive engagement from both parties. The first meeting is important because it sets the tone of the relationship which will, ideally, get off to a swift and productive start.

You might feel a bit nervous about your first meeting but don't worry, a lot of people do. You might be thinking 'How will we start?' or 'What are we going to talk about?'. A great way to calm the nerves is to start with a topic you know well – yourself! Share a bit about yourself, both personally and professionally.

Consider sharing the following:

- Your interests inside and outside of the workplace.
- The history of your career and education.
- Your current work status.
- Your ideal position.
- The inspiration that guided you to choose your industry.
- What you seek from the mentoring partnership.
- Expectations and hopes for the mentoring experience.

This first meeting is also the time to set the format of your mentoring partnership. Cover the logistics, goals and boundaries.

We recommend you cover:

1) The Mentee's ambitions and goals in relation to:

- Particular issues being faced.
 - Achievements so far and how to build on them.
 - Scale of priorities.
 - Areas on which input would be most useful.

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2) And the foundational essentials:

- The frequency of meetings to come.
- Where/how you will meet next.
- Discuss and develop the Action Plan.
- Discuss and sign the Confidentiality Agreement.
- Discuss and sign the Mentoring Agreement.

Remember:

If you don't hit it off right away don't panic. It takes time to build any relationship and it will get easier the more you meet.

If any concerns arise after the first meeting, contact the Program Coordinator. We're here to provide you with all of the support you need.

Action Plan

The Action Plan template acts as a goal tracking guide. The act of writing out and developing short and long term goals help map the route to success and to maintain focus throughout the mentoring partnership.

How to Use:

1. Prior to first meeting - Mentee reviews and completes the first draft of the Action Plan.
2. First meeting - Mentee and Mentor discuss and further develop the Action Plan.
3. Subsequent meetings - Review the Action Plan, record progress and make changes/additions as desired.

Find the Action Plan on pages 15 - 20 of this guide.

Confidentiality Agreement

The Confidentiality Agreement is the foundation for open communication as it supports the understanding that there is safety and trust between both parties.

In the case of concern for criminal conduct or possible harassment or bullying, contact the Program Coordinator immediately.

Find the Confidentiality Agreement on pages 21 - 22 of this guide.

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Mentoring Agreement

A Mentoring Agreement is available to outline expectations, commitments and boundaries. This agreement ensures that a clear understanding and commitment is established between the Mentor and Mentee.

Find the Mentoring Agreement on pages 23 – 26 of this guide.

Subsequent Meetings

Once you have made acquaintance in the first meeting, the real work begins!

We suggest at least monthly meetings, but each mentoring partnership is unique based on the needs and availability of both parties. At times you may need to meet more often depending on what the Mentee is working on, or less frequently depending on circumstances and availability. Either way, both the Mentee and Mentor need to communicate their availability and desired frequency of the meetings.

Suggested Meeting Topics

- Industry and market trends.
- Types of employers.
- Career options (e.g. titles, duties, experience and qualification requirements, etc.).
- Becoming a professional (e.g. certification, code of ethics, etc.).
- Workplace culture (especially valuable for internationally-trained Mentees).
- The “culture” of the profession (e.g., industry-specific jargon, sector-specific terminology, how to organize a particular task, how to present data, etc.).
- Earning potential and benefits (view the [ASET Salary Survey](#)).
- Identify, develop and review the Mentee’s career goals.
- Networking strategies.
- Professional development options.
- Share the best advice you’ve received, your ‘aha!’ moments, and other stories that directed key decisions along your career path.
- Career development strategies and tools (e.g. resume, cover letter, ways to stand out, etc.).

A Step Further: Mentors (optional)

- Invite your Mentee to industry luncheons or lectures and discuss the topic presented.
- Invite your Mentee to meetings, briefings, or training sessions in your workplace to observe and learn from that environment.
- Endorse your Mentee on LinkedIn
- Write a letter of recommendation for your Mentee

Boundaries

All relationships need boundaries and a mentoring partnership is no different. It's up to both the Mentor and Mentee to be consistent and respectful, and to communicate when boundaries are crossed. You should think about:

Time – Discuss the amount of time that you are willing and able to commit to the partnership, as well as the frequency and your availability. If your availability changes, communicate it.

Place – If meeting in person, we recommend that you meet in public places, such as a coffee shop or library.

Keeping in touch - It's up to you both to decide how best to keep in touch. Let the other know which number or email address is easiest to get hold of you on. Don't forget to chat about which times you'd both prefer to be contacted.

Money - Don't feel that you have to pay for food or drinks. Payment should never be requested for mentoring services. Entering into a financial arrangement is outside of the boundaries of this mentoring relationship.

Job Search – The Mentee is not to ask the Mentor for help in finding employment.

Job Training – The Mentee is not to expect job training from the Mentor.

If your match is behaving inappropriately or something else comes up that you're unsure about, call the Program Coordinator. We're here to help!

Ending the Partnership

Mentoring partnerships end for a variety of reasons. If all topics of interest were explored or availability drops or the match is just not working, it may be time to close the partnership.

To close the partnership, inform your match and the Program Coordinator. You will then have the chance to provide feedback to ASET about your mentoring experience through a short survey.

If the partnership was not the right fit, ASET will work to find you a new match.

If the partnership was successful but the need for regular meetings has ended, the Mentor can welcome the Mentee to keep in contact for future needs.

Express your Gratitude

Mentoring requires an extensive investment of time, energy, and emotions. People generally do not mentor for recognition, awards, or thanks; they do it because it is the right thing to do, because they have knowledge to offer, and because they see potential in another person.

ASET encourages Mentees to verbally thank their Mentors during the partnership and when it comes to a close.

A Step Further: Mentees (optional)

- Endorse your Mentor on LinkedIn.
- Nominate your Mentor for the *ASET President's Award for Excellence in Mentoring*.

Mentoring Action Plan Template

Mentoring Action Plan Template

The Action Plan template acts as a goal setting and tracking guide. The act of writing out the Mentee's short and long term goals will help map the route to success and to maintain focus throughout the mentoring partnership.

How to Use:

1. Prior to first meeting - Mentee reviews and completes the first draft of the Action Plan.
2. First meeting - Mentee and Mentor discuss and further develop the Action Plan.
3. Subsequent meetings - Review the Action Plan together then allow the Mentee to record progress and make changes/additions as desired.

GOAL SETTING TIPS:

- **Prioritize.** Identify goals that will add the greatest value and will lead you in the desired direction.
- **Identify steps.** Be specific when identifying and recording the steps. The steps will act as a map to your goals, enabling you to identify your progress and see your direction clearly.
- **Seek feedback and support.** Working towards goals shows initiative and it is likely that your co-workers and supervisors would like to help you along the way.
- **Face your barriers.** Identify and address any barriers that may keep you from your priorities.
- **Involve others.** Solicit ideas and reactions from your Mentor who will provide specific, candid feedback on both your strengths and weaknesses.
- When setting goals, make them into **SMART** goals:
 - **S** - Specific
 - **M** - Measurable
 - **A** - Action Oriented
 - **R** - Realistic
 - **T** - Time bound
- **Take Time to Reflect.** Ask yourself what worked, what didn't work, and why.
- **Transfer Learning into Next Steps.** Continue to focus on mastering a specific area, and then share this knowledge by teaching it to others. Regroup and focus on new goals and development activities as appropriate (time period may vary based on specific goals and activities).

Step 3: Identify your short-term goals and the challenges that must be overcome to reach these goals. (Short term: 1-3 years to achieve)

Set your SMART short-term goals	List 1-2 actions that will help you reach each goal. Be sure to specify how you will accomplish the activity, including any resources you might need, and when you will start and finish it.
Short-term Goal 1:	<p>Action 1: How to accomplish: Starting date: Date of completion:</p> <p>Action 2: How to accomplish: Starting date: Date of completion:</p>
Short-term Goal 2:	<p>Action 1: How to accomplish: Starting date: Date of completion:</p> <p>Action 2: How to accomplish: Starting date: Date of completion:</p>
Short-term Goal 3:	<p>Action 1: How to accomplish: Starting date: Date of completion:</p> <p>Action 2: How to accomplish: Starting date: Date of completion:</p>



Step 4: Identify long-term professional goals. (Long-term: 3+ years)

Set your Long-term SMART goals.	Action Steps – How do you plan to achieve each goal? What action will be taken? When and where will it take place? What will be the result of this action?	Date or timeframe to achieve this goal	Obstacles and Solutions – What obstacles could prevent you from achieving this goal? What possible solutions exist?	Evaluation – Examples of success could be positive feedback from a supervisor, successful completion of a course, etc.
Long-term Goal 1:				
Long-term Goal 2:				
Long-term Goal 3:				

Step 5: Describe tasks in your current job that are contributing to long-term goals and that you would like to emphasize or perform more frequently.

1.
2.

Step 6: Describe tasks in your current job that are not contributing to your long-term goals. Suggest ways to minimize, eliminate, or delegate them to others.

1.
2.

Step 7: Write down any additional skills, knowledge or experience you would like to acquire that may directly or indirectly help you in your current or future positions.

1.
2.
3.

Step 8: Describe when and how progress checkpoints will occur (e.g., memos, phone calls, next Mentor/Mentee meetings, etc.) and what goals will be completed or discussed at these times.

Progress Checkpoint 1:

Date of Checkpoint:

Purpose:

Designate and utilize a notebook to record your progress checkpoints and topics covered in meetings with your Mentor.



Mentoring Confidentiality Agreement

ASET Mentoring Program Confidentiality Agreement

The successful partnership between Mentor and Mentee is based on trust, honesty and confidentiality.

Mentor and Mentee each agree to hold their confidential conversations in confidence and not to violate the trust that is required for this relationship to be effective and powerful. If information must be shared with another person outside of the partnership, request permission by written consent.

I have read and understand the confidentiality agreement.

MENTOR NAME	SIGNATURE	DATE
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MENTEE NAME	SIGNATURE	DATE
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Mentoring Agreement

Mentoring Partnership Agreement

MENTORING PARTNERSHIP AGREEMENT

Mentors:

1. The Mentoring Partnership Agreement is an optional tool to assist with establishing the parameters of the mentoring relationship.
2. Review, discuss, and agree upon the information set out in the Mentoring Partnership Agreement with your Mentee at your first meeting.
3. Complete and sign the agreement.

Mentees:

1. Review, discuss, and agree upon the information set out in the Mentoring Partnership Agreement with your Mentor at your first meeting.
2. Complete and sign the agreement.
3. Review/update the agreement with your Mentor as needed.

GOALS AND EXPECTATIONS

Mentor Name:

Mentee Name:

Our goals for this mentoring partnership are as follows:

Our expectations as to how we will achieve these goals are as follows:

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Mentee

Given the Mentee is the primary beneficiary of the mentoring partnership, it is vital that you assume a significant degree of responsibility in its design and maintenance. To ensure that the relationship is a positive and productive learning experience, the Mentee should:

- Be on time and prepared for meeting(s) with your Mentor.
- Determine professional and personal developmental needs and goals.
- Formulate your Action Plan to achieve your goals.
- Seek guidance and advice on effective approaches for your Action Plan.
- Accept responsibility for personal decisions and actions and maintain confidentiality.
- Carry out set tasks and projects in a timely and dedicated manner.
- Maintain regular and constructive contact with your Mentor.
- Refrain from requesting assistance with job searching.
- Contact ASET should you have any questions or concerns.

Mentor

The Mentor plays a guidance role by listening to the needs of the Mentee and advising through experienced-based knowledge and assessment of the Mentee's circumstances. To model effective practice and systematically manage the relationship, the Mentor should:

- Listen confidentially to the concerns and questions of the Mentee.
- Keep an open mind to allow the Mentee to discover their independent path.
- Support and facilitate the Mentee's learning and growth through the selection and use of appropriate learning strategies.
- Provide information, guidance, feedback and constructive comments.
- Support and encourage, as well as identify opportunities for growth.
- Invest time and effort needed to maintain a positive and constructive relationship.
- Maintain regular contact and communication.
- Foster the Mentee's self-confidence, self-esteem, autonomy, and motivation.
- Complete an evaluation survey once your partnership is complete.
- Contact ASET should you have any questions or concerns.

Meetings

The mentoring partnership will last at least 1 months. We will meet at least 1 times per month. Meetings, once agreed, should not be cancelled unless it is unavoidable. At the end of each meeting we will agree upon a date for the next meeting.

Between meetings, we will contact each other by telephone or email no less than **Weekly**

Progress

We will develop an Action Plan to identify and track the progress of the Mentee's goals and review this at each meeting. It will be the Mentee's responsibility to keep the Action Plan updated.

TERMINATION

Termination of Agreement

Failure to comply with any of the above may lead to the termination of the mentoring partnership and individual participation by either the mentee or mentor.

Mentee Signature:	Date:
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Mentor Signature:	Date:
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Mentee: Please keep the original agreement and provide a copy to your mentor.

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Mentoring Resource Library

Mentoring Resources Library

MENTEES

TEDx Talks

[Mentorship will change the world](#) by Kam Phillips

[Failure and the Importance of Mentors](#) by Patrick Boland

[Mentors: through research, in practice, and on reality TV](#) by Kimberly Griffin

[Modern Mentoring: The Good, The Bad and The Better](#) by Karen Russell

Articles

[Mentoring Tips: 7 Habits of Highly Successful Mentors & Mentees](#)

[How to be a Successful Mentee](#)

[Active Listening](#)

Books

[The Mentees Guide: Making Mentoring Work for You](#)

This practical book offers ideas and suggestions for making the most of a mentoring opportunity for the person being mentored.

[Strengths Finder 2.0](#)

The book includes the Strengths Finder test (above). It delves into the qualities of each strength, enabling the reader to leverage their top strengths to succeed.

Self-Development Resources

[16 Personalities Test](#)

Get a concrete, accurate description of who you are and why you do things the way you do!

[Discovery Report](#)

Understand yourself and learn to connect better with others.

[Strengths Finder](#)

Discover your top strengths and learn how to leverage them for success.

Additional Resources

[ASET Career Centre](#) – Access the ASET Job Board, Salary Survey and Career Development resources.

[ERIEC Career Mentorship Program](#) – Mentoring and resources for internationally-trained professionals.

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MENTORS

TEDx Talks

[Failure and the Importance of Mentors](#) by Patrick Boland

[Mentors: through research, in practice, and on reality TV](#) by Kimberly Griffin

[Modern Mentoring: The Good, The Bad and The Better](#) by Karen Russell

[The Power of Mentoring](#) by Lori Hunt

[Using your Passion to Mentor](#) by Dr. Diana Northup

Articles

[Top 10 Qualities of a Good Mentor](#)

[Using Your Knowledge and Experience to Help Others](#)

Books

[The Mentors Guide: Facilitating Effective Learning Relationships](#)

Thoughtful and rich with advice, The Mentor's Guide explores the critical process of mentoring and presents practical tools for facilitating the experience from beginning to end.

[Mentoring 101: What Every Leader Needs to Know](#)

International leadership expert John Maxwell gives the bottom line on mentoring in one short, easy-to-read volume.

[ORGANIC MENTORING: A Mentors Guide to Relationships with Next Generation Women](#)

Organic Mentoring explores foundational issues that explain why beloved but outdated mentoring methods are no longer effective.

[How to Be A Brilliant Mentor](#)

Based on proven practical methodologies, this highly practical book will show you how to develop, nurture and guide the talents and skills of other people.

[9 Powerful Practices of Really Great Mentors: How to Inspire and Motivate Anyone Strengths Based Leadership](#)

Learn the three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with the right strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.

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