



Mentorship Handbook

People Leading Business.™

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ABOUT THE MENTORSHIP PROGRAM

The CPHR Alberta Mentorship Program will have *two* streams to enhance the experience for mentors and protégés alike. The mentoring relationships will run from January to June, and then from July to December. Each intake will provide a six-month opportunity for mentors and protégés to work together on goals, challenges, and learning.

Members of CPHR Alberta enjoy exclusive access to mentoring opportunities. Non-members are not eligible for the mentorship program at CPHR Alberta. For more information about membership, please visit our website.

Leadership Mentoring Stream

The Leadership Mentoring Stream matches experienced CPHR members with up and coming HR leaders in Alberta. This Stream provides an opportunity for seasoned members to mentor protégés who are serious about increasing their strategic HR knowledge and leadership skills.

Mentors: Must be a CPHR with at least eight years' experience in any area of HR.

Protégés: Must have at least three years' experience in some aspect of HR, with preference given to CPHRs and CPHR Candidates.

Career Development Stream

The Career Development Stream matches experienced members with rising stars in the HR field in Alberta. This Stream provides an opportunity for mentors at different stages in their career to provide guidance and advice to those who are new to the HR profession.

Mentors: Must have at least five years' experience in any area of HR. Do not need to be a CPHR.

Protégés: Will have less than three years' experience in some aspect of HR, and they do not need to be a CPHR. This stream is ideal for students, new graduates, young professionals, or someone transitioning into HR from another field.

WHAT IS A MENTORING RELATIONSHIP?

The mentoring relationship is focused on the professional development of a protégé through counsel and guidance with an experienced mentor. The relationship develops on a foundation of mutual trust and respect. A successful mentoring relationship should lead to positive outcomes for both the protégé and the mentor through the expansion of knowledge, skills development, and creativity. The mentoring relationship provides a safe forum to discuss work related issues. As such, it should be viewed as a partnership, where both parties openly and freely exchange ideas, discuss challenges and explore potential solutions.

What is a mentor?

A mentor is an experienced person who commits to help another person reach important goals through coaching, listening, advising, and guiding. A mentor does not establish or complete the protégés' goals or objectives.

What is a protégé?

A protégé is an individual who receives advice, coaching, assistance, and feedback from a more experienced person with the desired outcome of achieving goals they have set. The protégé must have clear goals and be willing to be guided.

HOW DOES THE MENTORSHIP PROGRAM AT CPHR ALBERTA WORK?

1. The program is open to all members of CPHR Alberta.
2. Potential mentors and protégés complete the Mentor Application Form or the Protégé Application Form (available on the CPHR Alberta website and linked in this document).
3. CPHR Alberta staff and volunteers match mentors to protégés based on interests, desired outcomes, and geography.
4. Mentors and protégés are notified of their match.
5. The pair can prepare for the mentorship by defining goals, discussing desired outcomes and planning meeting times.
6. The protégé takes an active role in guiding the relationship, keeping his or her goals in mind and guiding the meetings. The mentor uses active listening and coaching to provide the protégé with mentoring.
7. When the six-month mentorship relationship ends, the mentor and protégé can assess the success of the relationship, and decide how they want to stay in touch. For those wishing to extend the relationship, please complete and sign the [Extended Agreement](#) form, which is available on the CPHR Alberta website. Once completed, the form must be submitted to CPHR Alberta for processing.

WHAT ARE THE BENEFITS OF PARTICIPATING IN A MENTORSHIP PROGRAM?

If you're a mentor...

- It's an opportunity to "give back" to the HR profession and to the protégé.
- It encourages you to share your knowledge and take pride in being a subject matter expert
- Gives you a chance to practice active listening skills.
- Strengthens your interpersonal relationship skills.
- Teaches you about other fields of work and industries.
- Re-energizes your own career by reminding you of the knowledge you have attained.
- Provides insight into a different generation's viewpoint.
- Gives you satisfaction knowing you are helping someone else to grow in their HR career.
- Helps you gain fresh perspectives through interaction with someone new.
- Further develops your leadership skills including providing feedback and coaching.
- Expands your professional network.
- Helps you stay in touch with emerging issues relevant to others in the HR field.
- Gives you an opportunity to reflect on your own practices.

If you're a protégé...

- Provides you with a chance to expand your network.
- Gives a better understanding of professional culture and practices
- Increases your confidence to deal with challenges and take on new tasks and roles.
- Gives you clarity on where you want to take your career and how to get there.
- Teaches you how to articulate your thoughts and ask meaningful questions.
- Gives you a chance to practice using effective listening skills to gain knowledge.
- Shows you how to accept feedback in important areas, such as communications, technical abilities, change management, and leadership.
- Improves your interpersonal relationship skills.
- Provides a personalized development opportunity to address your specific learning needs.
- Provides access to independent and objective perspectives, and knowledge of different industries and fields within HR.
- Encourages you to set goals and work to meet them.
- Provides insight into a different generation's viewpoint.
- Helps you gain fresh perspectives through interaction with someone new.

ROLES AND RESPONSIBILITIES

Mentors

- Establish a foundation for clear, open communication between you and your protégé.
- Help the protégé develop an appropriate learning plan for the mentoring relationship.
- Set aside the time required to make the mentorship relationship successful.
- Provide a safe environment where the protégé can discuss challenges without losing credibility.
- Provide friendly, professional support and help the protégé to explore alternatives related to professional issues and challenges.
- Support the development of creative and independent thinking by being a sounding board to help the protégé come to solutions on their own.
- Provide advice on how to access information within the HR profession to accomplish goals.
- Treat your protégé as a legitimate professional colleague with the potential for high performance.
- Provide helpful coaching and constructive feedback.
- Create opportunities for growth and development of the protégé outside of their existing field or area of experience.
- Introduce the protégé to your network.
- Be open to learning from your protégé.

Protégés

- Treat your mentor as a professional colleague.
- Commit to and respect the relationship and the meeting times that are set.
- Initiate contact with your mentor and work with them to establish the scheduling of regular meetings.
- Get to know your mentor – ask about their professional background and experience.
- Be open and clear with your mentor about your expectations of the mentoring relationship.
- Take the initiative in developing of a plan of action for your learning during the mentoring relationship.
- Be willing to be coached. Ask for and receive feedback in a non-defensive manner.
- Keep an open mind and be ready to learn from your mentor's experiences.
- Be respectful of your mentor's schedule by starting and ending meetings on time.
- Let your employer know that you are participating in a mentoring relationship.
- Prepare for meetings and make the most of your time together by using the Mentoring Learning Plan Worksheet ([attached](#)) to develop the mentoring relationship.

EXPECTATIONS FOR MENTORS AND PROTÉGÉS

Mentors and protégés typically enter their relationships with assumed expectations of each other. Sometimes disappointment arises because expectations weren't met; however, it may be that the expectations weren't even discussed. To prevent this and help you with your planning, be clear about these expectations and your responsibilities from the beginning. A mentoring relationship is a partnership, with both parties respecting and supporting each other.

Specific Tips for Protégés

- Remember that you own your development - not your mentor. It's up to you to identify objectives as well as keep the relationship focused and moving forward.
- Be prepared to ask for specific advice on your skill set, ideas, plans, and goals. The more specific you are, the easier it is for your mentor to respond in a meaningful way.
- Be open to feedback and ask questions to learn from your mentor.

TIPS AND GUIDELINES FOR THE FIRST MENTORSHIP MEETING

During your first meeting as mentor and protégé, you will want to cover the following points:

1. A mentoring relationship is a partnership, with both parties respecting and supporting each other. We encourage you to discuss and clearly outline expectations and build the learning plan together in the early stages of your relationship.
2. Make sure to sign the mentorship agreement. The protégé should return it to CPHR Alberta via email. You should discuss verbally the expectation of confidentiality so that both parties can feel comfortable sharing during the relationship.
3. Get to know each other. Some ideas for starting the conversation include sharing your work experience, your experience with mentorship, and your motivation for being involved in the mentorship program.
4. Set a schedule for meetings and location if meeting in person. This schedule should include the length of each meeting. It is recommended that you meet at least once per month for 1 – 2 hours. You may want to set a rule for cancellations to avoid frustration later on.
5. The protégé should come prepared to discuss his or her learning goals for the mentorship program. The mentor should be prepared to share candidly how they can help the protégé meet these goals.
6. The mentor may also bring what they hope to share with the protégé, especially if they have experience or education that directly relates to the protégé's goals or current career step.

MENTORING LEARNING PLAN WORKSHEET

Name: _____ Mentoring Time Period: _____

	Projected Outcome <i>(How will I know I did it?)</i>	Action Steps <i>(How will I actually gain/build/develop these?)</i>	Resources Needed <i>(Besides the help of my mentor, I will need what?)</i>	Progress Notes <i>(What have I achieved?)</i>
First Goal Knowledge to Gain/Skills to Build/Attitudes to Develop <i>(What must I acquire/improve?)</i>				
Second Goal Knowledge to Gain/Skills to Build/Attitudes to Develop <i>(What must I acquire/improve?)</i>				
Third Goal Knowledge to Gain/Skills to Build/Attitudes to Develop <i>(What must I acquire/improve?)</i>				