

Mentoring Program Toolkit

Establishing a Mentoring Program in your Local SHRM Chapter



**Developed by:
NOVA SHRM
And
Dulles SHRM**

Updated April 2012

TABLE OF CONTENTS

I. Getting Started	3
Introduction.....	3
Welcome to the NOVA SHRM/Dulles SHRM Mentoring Toolkit!.....	3
How do I use this Toolkit?	3
Toolkit Contributors	4
Mentoring Fundamentals.....	5
Overview of Mentoring: What is Mentoring?	5
What is a Mentor?.....	5
What are the Different Types of Mentoring?.....	5
Benefits of Mentoring	8
NOVA SHRM/Dulles SHRM’s Mentoring Program Model and History.....	9
Our Mentoring Model	9
How Our Simple Mentoring Program Expanded Over the Years	10
II. Mentoring Program Process	13
Overview of NOVA SHRM/Dulles SHRM’s Mentoring Program Process.....	13
Step 1 – Developing a Business Case.....	14
Step 2 – Developing Program Infrastructure and Components.....	16
Step 3 – Marketing, Recruiting, and Selecting Program Participants	19
Step 4 – Conducting Program Sessions	21
Step 5 – Evaluating, Adjusting, and Continuing the Program	23
III. Tools, Templates, and Additional Resources	24
Tools and Template Index	24
Find other Resources about Mentoring	70

I. GETTING STARTED

INTRODUCTION

WELCOME TO THE NOVA SHRM/DULLES SHRM MENTORING TOOLKIT!

This Toolkit provides information, resources, and tools for implementing a mentoring program in your local SHRM chapter. If you have any questions about this Toolkit or its contents, please contact Mary Kitson at mkitson@mitre.org or shrm.mentoring@gmail.com.

The purpose of this Toolkit is to provide guidance and tools to SHRM chapters and SHRM members interested in establishing mentoring programs. Developing a mentoring program in your local chapter will allow you to engage chapter members, support professional development, and provide a venue for connecting human resources professionals in your local community. Individuals who are mentored have an increased likelihood of success and promotion as a result of professional networking and the targeted support they receive through developmental activities (Center for Creative Leadership, 2005).

HOW DO I USE THIS TOOLKIT?

The process guidance, tools, and resources in this Toolkit are based on the NOVA SHRM/Dulles SHRM Mentoring Program's 15 years of practices and experiences. While many of the ideas and techniques in this Toolkit should be considered best practices, the NOVA SHRM/Dulles SHRM Mentoring Program continuously improves and evolves the program to reflect current business trends and members' needs.

A SHRM chapter just embarking on the process of implementing a mentoring program or considering the idea of implementing a program, may want to select only a few of the mentoring program components offered in this Toolkit to implement initially. Incremental implementation of mentoring program components will allow you to evaluate the components impact and fit with your chapter before implementing additional, more comprehensive program elements. See Section: [NOVA SHRM/Dulles SHRM's Mentoring Program Model and History](#), of this toolkit to learn how the NOVA SHRM/Dulles SHRM Mentoring Program evolved, evaluated and expanded over time. Additionally, many of the components presented in this Toolkit can be scaled and modified to fit a larger or smaller chapter. See Section: [Considerations for Scaling Mentoring Program Components to Fit Your Chapter's Needs](#) for additional tips on scaling your chapter's program.

This Toolkit is divided into three main sections as described below. Toolkit users are encouraged to visit all Toolkit sections for a comprehensive overview of mentoring, best practices, and tools and resources for designing and implementing a mentoring program.

I. Getting Started

- **Mentoring Program Toolkit Introduction.** Provides an overview of the Toolkit's purpose and contents.
- **Mentoring Fundamentals.** Details the different the types of mentoring and the benefits of establishing a local mentoring program within your chapter.

Mentoring Program Toolkit Introduction

- **The History and Model Behind NOVA SHRM/Dulles SHRM's Mentoring Program.** Provides information about the NOVA SHRM/Dulles SHRM Mentoring Program model and the history behind the program.
- II. Establishing a Mentoring Program**
- **NOVA SHRM/Dulles SHRM's Mentoring Program Process.** Reviews NOVA SHRM/Dulles SHRM Mentoring Program's process for establishing and executing its current program. Where applicable, this section includes considerations and tips for tailoring program components to meet your specific chapter's needs.
- III. Tools, Templates, and Additional Resources**
- **Tools and Templates.** Provides the templates and tools utilized by NOVA SHRM/Dulles SHRM Mentoring Program to execute its current mentoring program.
 - **Find Other Resources About Mentoring.** Recommends additional mentoring related resources such as books, articles and websites.

As mentioned above, if you have questions about this Toolkit or seek advice on how to start a mentoring program in your SHRM chapter, please contact Mary Kitson, at mkitson@mitre.org or shrm.mentoring@gmail.com

TOOLKIT CONTRIBUTORS

This toolkit was developed by a special project team comprised of NOVA SHRM/Dulles SHRM Mentoring Program alumni and NOVA and Dulles SHRM chapter leaders in 2009.

The Mentoring Program Director, Mary Kitson, would like to recognize the project team and their affiliations:

- Maggie Moore, Project Lead, NOVA Chapter
- Mary Fetter, SPHR, NOVA Chapter
- Jessica Griffiths, PHR, NOVA Chapter
- Sharifa Gomez, CHRP, NOVA Chapter
- Nidhi Kanungo, PHR, Dulles Chapter
- Cindy Loison, SPHR, Dulles Chapter
- Brooke Matheson, SPHR NOVA Chapter
- Lindsay Muirhead, PHR, NOVA Chapter
- Carol Anne Snider, PHR, NOVA Chapter
- Chas Sumser, SPHR, Dulles Chapter

This toolkit was updated in April 2012 by Lindsay Muirhead, PHR, NOVA Chapter.

Mentoring Fundamentals

MENTORING FUNDAMENTALS

OVERVIEW OF MENTORING: WHAT IS MENTORING?

Mentoring is a partnership between two people which supports a personal and professional development strategy. Mentoring is a term generally used to describe a relationship between a less experienced individual, called a mentee, and a more experienced individual known as a mentor.

“I think mentors are important and I don’t think anybody makes it in the world without some form of mentorship. Nobody makes it alone. Nobody has made it alone. And we are all mentors to people even when we don’t know it.”

- Oprah Winfrey

Mentoring can either involve a one-on-one relationship or a network of multiple mentors. See Section: [What are the Different Types of Mentoring?](#) for more information.

WHAT IS A MENTOR?

A mentor is an experienced person who provides information, advice, support, and encouragement to another person, often leading and guiding by example through his/her expertise or success. In a more general sense, a good mentor is anyone you can learn something from. Mentors serve as trusted and significant advisors, providing a sounding board for day-to-day issues encountered on the job and alternative perspectives on issues in terms of both problem identification and problem solving.

The table below offers attributes of effective mentors and effective mentees.

Effective Mentors	Effective Mentees
<ul style="list-style-type: none">▪ Encourage the exploration of ideas and risk taking in learning▪ Provide appropriate and timely advice▪ Serve as a confidant for work-related issues▪ Help mentee to shift his/her mental context▪ Suggest appropriate skills training▪ Serve as a source of information and resources	<ul style="list-style-type: none">▪ Be open to receiving feedback and coaching▪ Take responsibility for your own professional growth and development▪ Seek challenging assignments and new responsibilities▪ Keep commitments agreed to with your mentor▪ Renegotiate the mentoring relationship when your personal or professional needs change

WHAT ARE THE DIFFERENT TYPES OF MENTORING?

Mentoring can take on different forms. Traditional mentoring involves a one-on-one relationship between a more experienced mentor and his/her mentee, while non-traditional mentoring can take on a variety of forms such as a network of multiple mentors, for example, peers.

Mentoring Fundamentals

Mentoring can also be characterized as either formal or informal. The most common form of mentoring is *informal* which is defined by a spontaneous, casual relationship where two individuals provide each other with professional guidance and counsel. Alternatively, *formal* mentoring is defined by a structured program designed to create a framework within which people can proactively support the development of one another. In these formal programs, mentors are generally matched with mentees or peers to support specific goals such as career or leadership development.

The table below provides a description of different types/models of mentoring, including more innovative types, and also the benefits of utilizing each approach.

Type of Mentoring	Definition	Benefits
Traditional “One-on-One” Mentoring	A mentor, typically a successful and seasoned professional, works with a mentee (or protégé), usually less experienced, to grow and advance the mentee’s career and networks	<ul style="list-style-type: none"> ▪ The focus of traditional mentoring is the overall development of the mentee ▪ The mentor shares his/her experiences and feedback with the mentee regarding technical knowledge, organizational relationships and tips for success ▪ By passing on lessons learned, the mentor has the opportunity to give back to the organization and the mentee is able to further his/her professional development
Peer Mentoring	A peer mentor is a mentor at a similar professional experience level, but with expertise in a subject area that his/her partner does not possess	<ul style="list-style-type: none"> ▪ A peer mentor helps his/her partner to improve on-the-job performance, working relationships, and personal satisfaction with work ▪ An effective peer mentor listens, gathers information, provides honest and constructive feedback, creates a vision for change, and motivates an individual to action ▪ A peer mentor helps his/her partner to monitor progress toward specific career goals
Group Mentoring	Links multiple individuals with a more experienced colleague, also termed “Mentoring Circles”	<ul style="list-style-type: none"> ▪ Group mentors advise mentees on how to accomplish their goals, help to troubleshoot and solve work-related problems, help to navigate through organizational politics, and provide recommendations for generating innovative ideas ▪ Group mentors can provide suggestions for career development, access to subject matter experts, and ideas on how to resolve difficult situations
Virtual Mentoring	Refers to providing opinions, recommendations and counsel online	<ul style="list-style-type: none"> ▪ Is self-directed—you ask for and share advice and resources when it makes sense for you ▪ It transcends groups and organizational boundaries because it involves multiple mentors and networks ▪ It’s about the benefits and rewards that everyone in the network receives—there is a high degree of reciprocity ▪ The relationships are permeable and sometimes defy logic—competitors, peers, and virtual communities can be mentors

Mentoring Fundamentals

Type of Mentoring	Definition	Benefits
		<ul style="list-style-type: none"> ▪ Virtual mentoring provides performance support and fingertip knowledge
Flash Mentoring	Provides mentoring via a onetime meeting or discussion	<ul style="list-style-type: none"> ▪ Enables mentees to learn and seek guidance from a more experienced individual ▪ Flash mentors generally provide valuable knowledge and experience with limited commitment of time and resources ▪ Topics for flash mentoring are broad, ranging from providing strategies for career goals, specific advice for managing human resources issues (e.g., employee relations, strategic HR), and referrals to additional resources or individuals
Speed Mentoring	Provides a venue and structured method for participants to explore potential peer mentoring relationships during a fast-paced event	<ul style="list-style-type: none"> ▪ Based on the concept of speed dating, speed mentoring facilitates the development of mentoring relationships by providing a forum for getting to know multiple individuals in a single setting ▪ Simulates a multi-level approach to networking and relationship building that helps participants quickly identify individuals with common goals and mutual interests
Reverse Mentoring	Similar to traditional mentoring, a seasoned professional is paired with a younger professional, however the younger professional is considered the mentor to the seasoned professional regarding new trends, technologies, etc.	<ul style="list-style-type: none"> ▪ In addition to the benefits listed above for other mentoring types, reverse mentoring also helps bridge the generational gaps in the workplace ▪ Pushes both mentoring parties to move beyond their comfort zones and try new ways of thinking, working and learning

“This program definitely helped me identify what type of HR professional I want to be.”

-NOVA SHRM/Dulles SHRM Mentoring Program Alum, 2011

Mentoring Fundamentals

BENEFITS OF MENTORING

Research shows that individuals who are mentored have an increased likelihood of career success as a result of the targeted developmental support they receive. Using a variety of approaches to mentoring (such as those described in the previous section) provides a multitude of benefits to program participants that can extend to the local chapter as a whole. The benefits of mentoring include:

- ✓ Building a lasting career network that strengthens the perception of HR as a profession
- ✓ Developing the professionalism of the chapter members to increase the likelihood of career promotions and other career moves
- ✓ Providing chapter members with access to a network and support system to facilitate professional and career development
- ✓ Enhancing chapter members awareness and understanding of the importance of mentoring in career development
- ✓ Facilitating the development of mentoring relationships for HR professionals employed in industries where mentoring is not readily available
- ✓ Providing an opportunity for chapter members to engage in meaningful professional development activities
- ✓ Linking local chapter members to diverse HR perspectives and experiences
- ✓ Enhancing chapter members' knowledge of career success factors and the importance of career networks
- ✓ Facilitating local HR "knowledge sharing"
- ✓ Developing emerging talent for future chapter leadership positions

Specific benefits identified by the NOVA SHRM/Dulles SHRM Mentoring Program for program participants include:

- ✓ Building a broad, collegiate network of HR professionals
- ✓ Clarifying work expectations
- ✓ Overcoming obstacles to reach career success
- ✓ Gaining inspiration and encouragement to target long-term goals
- ✓ Learning mentoring, coaching, feedback and effective meeting management skills
- ✓ Gaining access to a large professional network
- ✓ Learning best practices across a variety of HR technical fields
- ✓ Earning credits towards PHR/SPHR/GPHR recertification
- ✓ Leveraging leadership skills for a future chapter board role

"Participation in the program has made me more aware of my value as an HR professional and made me more included to express that value to my manager."

-NOVA SHRM/Dulles SHRM Mentoring Program Alum, 2011

"The best thing about the mentoring program is the ability to share thoughts and ideas with such an exceptional group of individuals who are dedicated to their profession and their own development."

-NOVA SHRM/Dulles SHRM Mentoring Program Alum, 2011

NOVA SHRM/Dulles SHRM Mentoring Program Process

NOVA SHRM/DULLES SHRM'S MENTORING PROGRAM MODEL AND HISTORY

The NOVA SHRM/Dulles SHRM Mentoring Program turns the traditional concept of mentoring sideways by employing multiple approaches to mentoring for the benefit of the local chapter and its members. The history of our program's evolution illustrates how a program can grow and change to align with the shifting needs of the local SHRM community.



OUR MENTORING MODEL

Open annually to fourteen highly motivated participants who have at least three years of HR experience, the NOVA SHRM/Dulles SHRM Mentoring Program's mission is to increase opportunities for HR professionals' career success through an innovative, multi-level, mentoring approach. The program is led by a leadership committee primarily comprised of alumni. Participants must complete a competitive application process, participate in monthly group mentoring meetings, complete learning/homework assignments, and maintain regular contact with a peer mentor.

Through participation in a one-year cohort program, mentees gain knowledge from senior expert mentors, peer mentors, group mentors, and virtual mentors. To date, over 70 percent of our alumni have been afforded promotions, lateral career moves, and new job opportunities. Many alumni have served in NOVA SHRM or Dulles SHRM chapter leadership roles (e.g., board or committee members).

Integrated program components include:

- Peer Mentoring – Participants are paired together to provide career development support, guidance and coaching
- Group Mentoring – Participants lead group discussions on topics they are subject matter experts in
- Expert Flash Mentoring – Outside HR experts provide advice and guidance to participants
- Coaching – Professional coaches help define, focus and accelerate personal and professional goals
- Virtual Mentoring – Connects participants, program alumni, and flash mentors to share resources and provides virtual mentoring opportunities through social media venues
- Networking Events – Informal opportunities for participants, alumni, and flash mentors to interact and exchange ideas
- Learning Assignments – Action-oriented exercises designed to enhance learning in the program
- Articles/Books & Other Resources – Relevant articles, books and other resources to facilitate learning

To learn more about the NOVA SHRM/Dulles SHRM Mentoring Program, please visit our website at:

<http://www.novashrm.org/mentoring.html>

THE HISTORY AND EVOLUTION OF THE MENTORING PROGRAM: HOW OUR SIMPLE MENTORING PROGRAM EXPANDED OVER THE YEARS

In 1999, the initial group mentoring concept was developed by Mary Kitson and Mary Fetter, who became friends during a previous iteration of the mentoring program in the mid-1990s. The original mentoring program for the NOVA chapter used a traditional mentor/protégé format. It was successful for a couple of years, but the available pool of senior level mentors thinned out in 1998. Mary Fetter was asked to reignite the program, and Mary Kitson volunteered to help her. They conducted best practices research and brainstormed ideas to come up with a powerful new group mentoring concept.

“None of this happens alone. It takes the power of community. Pushing each other to be the best we can possibly be. We have built a collaborative, peer-group mentoring program which has evolved into a thriving mentoring community of practice.”

-Mary Kitson, Mentoring Program Director

A major influence on the new mentoring program concept was Kathleen Ferris, the 1998 NOVA SHRM President. She encouraged a spirit of volunteerism, persuading members to give back to the chapter just one time – it was called a “one shot deal.” Mary Kitson had a light bulb moment when she realized it might be feasible to use the “one shot deal” volunteerism with the senior chapter members who would serve as flash mentors. The group mentoring program was formed from this concept of asking senior chapter members to share their knowledge and expertise with a small group of mentees (a mentoring circle) on just one occasion – a commitment few can say “no” to.

2002 – Monthly Meetings and the Birth of Formal Matchmaking

The new group mentoring program began in 1999, and at that time, participants met every other month. In 2001 the program participants indicated that they really wanted to be connected to a peer mentor – for guidance, advice, and to use as a sounding board. They also wanted to meet more frequently. To address participant needs, in 2002 formal matchmaking was conducted and monthly meetings were held.

2002 – The Value of Virtual Mentoring

Virtual mentoring was also added in 2002 via the use of an email listserv for mentoring alumni, participants, and mentoring advisory board members. The listserv provides an outlet for seeking guidance and counsel; it also helps with networking for jobs, sharing resumes, and recommending HR vendors. Today, the program is shifting away from the manual email distribution list towards a mentoring alumni LinkedIn site.

2005 – Career Coaching

It was by happenstance and good luck that career coaching was added to the program in 2005. Ellen Barker Dunagan, a 1999 graduate of the program, became certified as a career coach and wanted to give something back to the mentoring program. Mary Kitson believed that offering a complimentary coaching session to each mentoring program participant would be an attractive program benefit. Ellen agreed to volunteer her expertise and they put the idea into action. The participant feedback has overwhelmingly positive: participants love having an opportunity to

receive coaching from a trusted professional on whatever issue they want. In 2007 two additional coaches were added to the team.

2007 & 2011 – New Partnerships with Dulles SHRM & Montgomery County, MD SHRM

One of the most significant changes to the mentoring program occurred in 2007. The recruitment pool was small in 2006 and Mary Kitson was concerned that the NOVA membership had been tapped out. Jill Klaskin, a 2004 mentoring alumna, suggested that Mary invite the Dulles chapter members to apply. Mary posed the idea to the Dulles SHRM Board of Directors, who agreed to support the effort. The NOVA and Dulles chapters now work in partnership to manage the program's logistics, recruitment and selection, and marketing and communications. The NOVA/Dulles partnership has benefited both chapters by creating a stronger applicant pool, building a high potential pool for both chapters to draw from for board/leadership roles, and expanding professional networking opportunities.

In 2011, the NOVA SHRM/Dulles SHRM Mentoring Program developed a partnership with the Montgomery County, MD SHRM chapter. NOVA and Dulles mentored the Montgomery County chapter for a year while they designed and developed their own group mentoring program. This was accomplished by inviting one member of the Montgomery County chapter, Tobie Hollander, to participate in the program and to engage in some knowledge transfer activities. Today, Tobie serves as an ambassador for the program to her local Montgomery County chapter and a liaison between the three chapters.

Evolution of the Mentoring Program Advisory Board

As new program components were added over time, more advisory board members were needed to effectively manage the workload. In the early years, only two or three people ran the entire program. Today, the leadership of the mentoring program entails a Mentoring Advisory Board of about sixteen volunteers, plus three career coaches and occasional short-term project teams. Advisory Board members have an opportunity to choose a commitment level that is comfortable for them, from behind the scenes activities such as developing newsletter articles or designing recruitment communications materials to more interactive roles such as serving as a mentoring liaison or facilitating group mentoring meetings.

Commitment to Continuous Improvements

Continuous improvement is a watchword for the Mentoring Program. Our Advisory Board usually holds planning meetings twice a year. We use participants' feedback on meeting evaluations, end of the year survey results, and discussions on current HR issues to help determine the meeting topics, meeting format, and subject matter experts to invite as flash mentors.

Our mentoring program continues to excel for a number of reasons. We continually infuse the program with fresh ideas but keep the core values of the program alive. We stay on top of mentoring trends and use feedback from program participants to improve the program. Members of our advisory board are alumni of the program who are passionate about HR career development and professional networking. We recognize our alumni on our website and through "success stories" published in both chapters' newsletters. Our alumni serve as ambassadors for the program - almost everyone who has graduated from the program has found it extremely valuable. Keeping alumni connected is key – we provide each other with

NOVA SHRM/Dulles SHRM Mentoring Program Process

advice and wise counsel, help each other find jobs, and share tools and resources so that others can avoid recreating the HR wheel. Best of all, many lifelong friendships are made.

Since 1999, nearly 200 people have graduated from our mentoring program. Whereas many corporate mentoring programs seem to lose momentum after a few years, the NOVA SHRM/Dulles SHRM Mentoring Program has thrived for nearly 15 years. We take pride in delivering a high quality program, year after year, which meets the needs of a diverse group of HR professionals in the Washington, DC metropolitan area. Due to our continued success, the NOVA SHRM/Dulles SHRM Mentoring Program is considered the premier mentoring program in Virginia and the Washington, DC metropolitan area.

Our Awards and Kudos

The NOVA SHRM/Dulles SHRM Mentoring Program has been recognized as a best practice and received the coveted SHRM Pinnacle Award for Excellence in 2003. Mary Kitson is a frequently requested speaker on the topic of mentoring and in 2008 she won the HR Leadership Award of Greater Washington for Mentoring.

An HR Community Benchmark

Our mentoring program serves as a benchmark for a number of outstanding organizations in the Washington, DC metropolitan area and across the country, including the following:

- American Business Women's Association
- ASCD (formerly Association for Supervision and Curriculum Development)
- Booz Allen Hamilton
- Department of the Interior
- Fairfax County Government
- Federal Management Partners
- Interstate Hotels and Resorts
- Johns Hopkins University
- Loudoun County School System
- Marymount University
- Methanex Corporation
- National Parks Conservation Association (NPCA)
- Natural Resources Conservation Service
- Nextel
- Prince William County Government
- Science Applications International Corporation (SAIC)
- Shaw Pitman LLP
- University of Maryland
- U.S. Airways
- Wachovia

Our mentoring program toolkit and materials have also assisted other SHRM chapters across the country in developing their own programs as well, including:

- College of Saint Elizabeth, Morristown NJ, SHRM student chapter
- Montgomery County, MD SHRM chapter
- HRA-NCA (Human Resource Association of the National Capital Area)
- Northern Alabama SHRM chapter
- Portland, Oregon SHRM chapter
- Southern Maryland SHRM chapter

II. MENTORING PROGRAM PROCESS

This section of the Toolkit provides an overview of NOVA SHRM/Dulles SHRM’s Mentoring Program process from getting started, to developing the program’s infrastructure, to evaluating the program’s success.

The process and guidance detailed in the section below is based on the NOVA SHRM/Dulles SHRM Mentoring Program’s 15 years of practices and experiences. So please keep in mind that you can and should tailor any of the components described in the process steps to meet the specific demographics, needs, and scale of your local chapter. Many of the components described in this toolkit can be developed and implemented in isolation or combined with other components for a more comprehensive program depending on the needs and scale/size of your local SHRM chapter.



Quick Tip

The mentoring program outlined in this toolkit is quite comprehensive, but it is also agile. It may be easier to pick and implement a few program pieces at the outset.

For each step in the mentoring program process, a summary of the key steps are provided. Where applicable, considerations and tips for scaling and tailoring program components to meet your specific chapter needs are also included.



Each step includes a reference to the corresponding tools, templates, and additional resources that can be found in [Section III. Tools, Templates, and Additional Resources of this Toolkit](#). Refer to the tools, templates, and resources for detailed further process details, and actual components, materials, and resources employed in setting up and conducting NOVA SHRM/Dulles SHRM’s Mentoring Program.

OVERVIEW OF NOVA SHRM/DULLES SHRM’S MENTORING PROGRAM PROCESS

The graphic below provides an overview of the NOVA SHRM/Dulles SHRM Mentoring Program process. The following sections offer details and tips for each step identified below.



STEP 1 – DEVELOPING A BUSINESS CASE

Develop a business case for establishing a mentoring program.

Developing a business case for any new project or endeavor is essential. A business case justifies the purpose, value/benefits and resources (time, money, equipment, personnel, etc.) required for a project. Furthermore, many times, a business case is necessary to generate the awareness, support, participation and leadership commitment required for project implementation.

The business case should:

- ✓ Define the objective and benefits of the program
- ✓ Identify the target audience
- ✓ Estimate the resources required

Tips for Developing a Business Case

With any communication (oral or written) it is always important to first identify the target communication audience. In the case of developing a mentoring program in your local SHRM chapter, your business case audience is most likely your local chapter's Board Members and Leaders. A business case can also be used to generate external community support for your mentoring program if desired. By identifying your target audience at the beginning of the business case process, you can more easily draft the necessary business case sections described below.

A business case may include the following:

- Executive Summary
- Introduction and Background
- Problem Definition/Scope/Project Need
- Alternatives Considered
- Recommendation
- Project Goals, Objectives and Benefits
- Resource Allocation and Estimates (financial, time, personnel, equipment, etc.)
- Risk Assessment
- Implementation Plan and Timeline
- Appendices (other supporting documentation, etc.)

A business case may also include components such as project dependencies, critical success factors, stakeholder engagement strategies, change control procedures, procurement procedures and even information about project evaluation methods and metrics.

CONDUCTING A NEEDS ASSESSMENT – A CRITICAL FIRST STEP


Understanding the interests and needs of your specific chapter (target audience) is critical to successfully defining the objectives and benefits of the program. Taking the time upfront to step back and strategically assess what your members want and need is paramount to developing a program that will operate effectively within your chapter's context. Consider the following advice:

- ✓ Conduct a needs assessment (e.g., survey current chapter members) to identify and understand what your members want, both professionally and personally.
- ✓ Use the information gathered from the needs assessment to inform the development of your program objectives and benefits. This will ensure that your program is aligned with the needs of your target audience.

NOVA SHRM/Dulles SHRM Mentoring Program Process

As you begin to develop a business case for your local chapter's mentoring program, you may want to visit the NOVA SHRM/Dulles SHRM's Mentoring Program website (<http://www.novashrm.org/mentoring.html>) for information on program benefits and objectives.

SHRM is in the process of developing a best practices mentoring toolkit for chapters that want to help match their members with mentors. The toolkit should be available in late 2012.

 Step 1 – Tools and Templates for Business Case Development	
Tool/Template	Page
Mentoring and Professional Development Needs Assessment	26
Mentoring Advisory Board Roles and Responsibilities	28
Program Resources Checklist	29

STEP 2 – DEVELOPING PROGRAM INFRASTRUCTURE AND COMPONENTS

Based on the program objectives and benefits outlined in the business case, the next step is to develop the program infrastructure including identifying program leadership, format, components, and developing a project plan for implementation.

- Identify and assemble program leadership team.**
 - ✓ Identify key roles and responsibilities
 - ✓ Identify additional resources required (e.g., logistics, space, financial, volunteers)


- Decide on program format/protocol.** Based on the program's objectives, identify the best program format and protocol. Consider the following elements:
 - ✓ Anticipated participant composition and size
 - ✓ Program duration
 - ✓ Frequency/length of meetings
 - ✓ Types of meeting formats and topics (e.g., small group discussion, panel presentation, facilitated training)
 - ✓ Evaluation process

- Develop detailed project plan.** After you have solidified the format and the protocol for the program, develop a detailed project plan that specifies how the program will be implemented, to include:
 - ✓ Leadership committee member names and contact information
 - ✓ Leadership team roles and responsibilities
 - ✓ Program objectives
 - ✓ Program meeting schedule, location, and times
 - ✓ Dates for guest mentors/outside speakers
 - ✓ Other calendar items: special events, happy hours/socials, etc.

- Develop program components.** After the program plan is approved, materials will need to be created in order to implement each component of the program. Develop, prepare, and/or update materials as needed, including:
 - ✓ Schedule of sessions/syllabus
 - ✓ Meeting agendas
 - ✓ Resource materials (e.g., books, journal articles, websites and links)
 - ✓ Communication materials (e.g., text for email messages, flyers, social media)
 - ✓ Meeting evaluations

NOVA SHRM/Dulles SHRM Mentoring Program Process

See [Step 4 – Conducting Program Sessions](#) for more information on developing program components.

 Step 2 – Tools and Templates for Developing Program Infrastructure and Components	
Tool/Template	Page
Mentoring Advisory Board Roles and Responsibilities	28
Program Resources Checklist	29
Types of Mentoring Meeting Formats	30
Program Project Plan	32
Program Kick-Off Meeting Presentation	47
Developing Trust with your Peer Mentor	57
Mentoring Partner Agreement Form	58
Mentoring Roles and Responsibilities Checklist	59
Mentoring Guidance	62
Meeting Agenda	64
Meeting Evaluation	65

CONSIDERATIONS FOR SCALING MENTORING PROGRAM COMPONENTS TO FIT YOUR CHAPTER'S NEEDS

The design and structure of a mentoring program is closely tied to its aims and objectives. The specific demographics and needs of your local chapter(s) should drive the design of your program. When deciding on structure and format of the program, consider the following elements to determine how to best tailor the program to align with your chapter's needs:

- **Composition/Size** – A mentoring group or circle is a trusted environment, where the same group of members meets for the duration of the program. These participants should be able to share information in a comfortable and confidential space. Generally, smaller groups ranging from six to eight participants are the optimal size.
- **Program Duration** – Recommend between six months and one year for the entire program depending on the frequency of the meetings. The NOVA SHRM/Dulles SHRM Program group meets once a month for two to three hours in length over the course of one year.
- **Frequency/Length of Meetings** – Recommended group meetings at least one day per month for a minimum of one hour. More frequent meetings may be desired at the beginning of the program to help foster rapport building and build group trust.
- **Special Events** – Additional gatherings can be held a few times throughout the year (e.g., happy hours/socials, anniversary celebrations) to create additional opportunities for informal interaction and networking.
- **Meeting Topics and Formats** – A structured mentoring program with a detailed outline and various themes for bi-monthly/monthly sessions and discussion is encouraged. Think about what topics you want to address in your mentoring program (e.g., strategic HR issues,

NOVA SHRM/Dulles SHRM Mentoring Program Process


mentoring and coaching skills) and then identify potential meeting formats to address these topics (e.g., expert panels, small group breakouts). Meeting formats can be pre-planned and very structured and/or freeform discussions. Outside speakers could be local subject matter experts (SMEs), chapter leaders or even mentoring program alumni or current mentoring program participants with particular expertise/interests.

- Special Elements – The NOVA SHRM/Dulles SHRM Mentoring Program contracted with a small cadre of professional career coaches to offer a complimentary introductory coaching session for each participant. You may want to consider adding a special element like this for your chapter's program.

STEP 3 – MARKETING, RECRUITING, AND SELECTING PROGRAM PARTICIPANTS

Marketing and communication of the program is one of the most critical factors in launching and maintaining a successful program. At the same time, getting a new program off the ground can be one of the most challenging aspects of program implementation.

- ❑ **Market program and recruit program participants.** Identify marketing strategies and develop communication materials to generate awareness and recruit program applicants. Consider the following strategies:
 - ✓ Develop program brochures, flyers, and/or posters
 - ✓ Develop a program website to house information on the program. Check out NOVA SHRM/Dulles SHRM's Mentoring Program website at: <http://www.novashrm.org/mentoring.html>
 - ✓ Develop social media groups and pages (e.g., LinkedIn, FaceBook)
 - ✓ Develop a recruitment video and upload to YouTube or similar site
 - ✓ Distribute information on the program and application process via local chapter forums such as newsletter, chapter meetings, or other events (e.g., conferences):
 - Email announcements to chapter members
 - Post announcements on Facebook and LinkedIn
 - Profile alumni success stories in chapter newsletters or website
 - Conduct information sessions at local chapter meetings
 - ✓ Use alumni as ambassadors to spread word-of-mouth information about the program
 - ✓ Utilize your local Chamber of Commerce resources



Gain a Career Advantage
Apply Now for the 2009 NOVA/Dulles SHRM Mentoring Program!

Reminder: Deadline is Friday, February 6!

The NOVA/Dulles SHRM award winning group mentoring program can provide you with the tools you need to gain a real career advantage. According to research, people with mentors get more promotions and experience greater job satisfaction than those without mentors. Approximately 70 percent of our mentoring program alumni have been afforded promotions, lateral career moves, and new job opportunities within two years of completing the program.

We're currently recruiting participants for the 2009 calendar year. The group mentoring program is designed for individuals with at least three years of professional experience. There is no cost for participation in the program; however, you must be a member in good standing with either the NOVA or Dulles chapter.

Participation in the program can help you to:

- Enhance your network of HR professionals;
- Overcome obstacles to reach career success;
- Clarify professional goals;
- Learn mentoring, feedback, and coaching skills;
- Gain access to the alumni network and a career coach; and
- Earn credits towards PHR/SPHR/GPHR recertification!

To apply for the 2009 mentoring program, download an application from our website at www.novashrm.org, or contact Mary Kison, Mentoring Program Director, at mikison@nitro.org.

Quick Tip

Partner with another SHRM Chapter to expand participant base.



- ❑ **Select participants for mentoring program.** Develop selection and/or mentor matching criteria and implement selection process to identify program participants:
 - ✓ Develop a program application form and post on-line
 - ✓ Identify selection criteria. Selection criteria may include the following factors:
 - Individual factors such as years and depth/breadth of HR experience, career progression, career/professional development goals, leadership potential, and level of commitment
 - Potential match with other candidates, including career goals, fit, personality, industry, and geographic location

NOVA SHRM/Dulles SHRM Mentoring Program Process

- ✓ Notify selected participants of program acceptance, mentor matches (if applicable), and other important program information (e.g., date/location of kick-off meeting)
- ✓ Notify non-selected applicants of status, preferable by phone. Consider inviting non-selectees to re-apply the next year and give them selection priority

Launching a New Program

As established programs can attest to, generating initial interest for your program and recruiting your first few cohorts of program participants can be one of the biggest challenges to launching a mentoring program. Consider the following advice:

- Engage HR leaders and colleagues in your local community to identify and recruit potential participants.
- Never underestimate the power of personal contact. In the early stages of the program, it is often necessary to reach out to pre-identified participants individually to recruit them into the program.
- As the program gains momentum, engage alumni and their networks of contacts to communicate program benefits and recruit new participants. Word of mouth is a surprisingly effective marketing mechanism.

CONSIDERATIONS FOR SELECTION AND MATCHING

The selection process required for effectively evaluating applicants and selecting program participants depends on the goals and objectives of your chapter’s program. Consider the following factors to align the selection process with your program’s needs:

- Diversity of Applicant Pool – The NOVA SHRM/Dulles SHRM Program prefers to select a broad cross-section of individuals with a variety of experience levels, industry/market sectors, and career paths.
- Size of Applicant Pool – Larger applicant pools necessitate a more structured selection process; for example, using structured weighting of assessment criteria, conducting interviews, or establishing a formal selection committee.
- Matching Philosophy – NOVA SHRM/Dulles SHRM’s Mentoring Program matches individuals with a peer with a similar experience level and complementary skills and interests. Therefore, the availability of an appropriate “match” within the applicant pool is one of the main criteria for acceptance into the program. Depending on the structure of your program, this may or may not be a critical factor to consider in selection. If matching is considered a critical factor, consider asking applicants to indicate the most important criteria they would like to be matched on (e.g., experience, industry/market sectors, or geographic location).



Step 3 – Tools and Templates for Marketing, Recruitment, and Selection

Tool/Template	Page
Program Application	35
Program Marketing & Recruiting Statement	41
The Art and Science of Selection	42
Program Applicant Selection/Non-Acceptance Protocol	45

STEP 4 – CONDUCTING PROGRAM SESSIONS

- ❑ **Develop and send welcome communications to kick-off program.** Send a welcome message to congratulate and welcome program participants. In preparation for the first meeting, consider including the following information and resources in the welcome communications:
 - ✓ Welcome letter or email text
 - ✓ Date, location, directions and any other details relevant to the kick-off meeting
 - ✓ Kick-off agenda, including any read-ahead materials and required preparation on the part of participants, for example:
 - Participant roster to include background and contact information on program participants
 - Program overview (e.g., to include program objectives, participation expectations, presentation guidelines)
 - Instructions for contacting and connecting mentors and mentees (or peer mentors)
 - Instructions for creating a mentoring program participant bio such as a professional bio or a “baseball card”-type bio with picture and stats
 - Tips for creating an effective mentoring and coaching relationship

- ❑ **Conduct program kick-off meeting.** The first meeting sets the tone for the remainder of the program. The following agenda items are suggested:
 - ✓ Present an overview of the mentoring program as a whole to establish the objectives, central concepts to mentoring, and meeting ground rules
 - ✓ Conduct an icebreaker activity
 - Icebreaker Ideas: Speeding mentoring exercise, bingo board
 - ✓ Disseminate mentoring articles and resources
 - ✓ Discuss tools for building mentoring relationships (e.g., Mentoring Agreement, roles and responsibilities, tips for getting to know your mentor) or conduct a facilitated exercise
 - ✓ Make name tags for all participants and leadership team members attending

- ❑ **Prepare for and conduct program meetings.** To ensure you are properly prepared for each meeting, use the following checklist:
 - ✓ Solidify format and topic/speaker prior to each meeting
 - ✓ Secure logistics/space, guest speakers, and refreshments
 - ✓ Send pre-meeting communications to include reminders, guidance for any learning assignments or preparation required on the part of participants, meeting agenda, speaker bios, and meeting location/directions/contact information
 - ✓ Prepare meeting evaluations

Communication Tips

- Send meeting reminder emails 1-week and 1-day in advance, attach any agendas and pre-work materials
- Utilize social media for collaboration (e.g., create a LinkedIn Group)
- Create a group email account to manage communications, coordinate and synchronize communications

Evaluate each session. Administer and review evaluations for each session.

Wrap-up program. Conduct mentoring cohort graduation. Consider the following tips for recognizing program participants and volunteers:

- ✓ Consider holding a formal event, such as an annual breakfast, lunch or dinner to recognize the hard work and dedication of everyone involved with the mentoring program
- ✓ Recognize outstanding participant efforts, especially in reaching personal goals as stated at the beginning of the program
- ✓ Spotlight program participants or program leaders (or liaisons) by running articles about them in the chapter newsletter or on the chapter website
- ✓ Encourage participants to tell a story of their involvement in the program, both through SHRM and through their own initiative. One of the most effective recruitment tools is having mentors ask their friends and colleagues to participate
- ✓ Work with local print and electronic media to run stories about the mentoring program. National Mentoring Month in January is a perfect tie-in!
- ✓ Develop special recognition programs, such as a “Participant of the Year” or “Peer Mentors of the Year” to honor mentors and mentees
- ✓ Hold social gatherings of the group on an ongoing basis to facilitate networking



Quick Tip

Consider conducting online evaluations of each meeting. For example, use a program like Survey Monkey. www.surveymonkey.com

 Step 4 – Tools and Templates for Conducting Program Sessions	
Tool/Template	Page
Program Kick-Off Meeting Presentation	47
Mentoring Group Discussion Overview	53
Kick-Off Icebreaker – “Speed Mentoring”	55
Developing Trust with your Peer Mentor	57
Mentoring Partner Agreement Form	58
Mentoring Roles and Responsibilities Checklist	59
Mentoring Guidance	62
Group Roster	63
Meeting Agenda	64
Program Communications	66

STEP 5 – EVALUATING, ADJUSTING, AND CONTINUING THE PROGRAM

- Evaluate entire program and make adjustments as needed to prepare for next cycle**
 - ✓ Conduct program-end evaluation: the program should be evaluated at the end of each year by program participants and group leaders

Tips for Evaluation
Using Stop/Start/Continue to Identify Continuous Improvements

Here is a brief outline of the steps to follow in using the Stop...Start...Continue exercise. Take some time to think about what you are doing in the mentoring program and/or partnerships. Ask yourself these questions:

- What is not working in our current program? What should we have in place to improve the mentoring program/relationship?
- What is working well in the program/relationship and should be continued?
- List three (3) things we are currently doing that we should STOP.
- List three (3) things that we should START that would improve the mentoring program.
- List three (3) things we are currently doing in our program that should CONTINUE.

- ✓ Surveys are a great tool for program evaluation purposes
- ✓ Identify lessons learned: consider using the “Stop, Start, Continue” exercise to identify continuous improvements

- Start over at step 2 and complete each step for the next cycle**
 - ✓ Refer back to the overall process and identify where program adjustments should be made
 - ✓ Discuss these adjustments at the planning meeting for the next cycle

Step 5 – Tools and Templates for Evaluation and Continuous Improvements	
Tool/Template	Page
Year-End Evaluation	68

Mentoring Program Tools and Templates

III. TOOLS, TEMPLATES, AND ADDITIONAL RESOURCES

This section of the toolkit contains tools, sample templates, and resources employed by NOVA SHRM/Dulles SHRM's Mentoring Program. The index below provides a summary of each tool/template/resource, the related process step(s), and page number.



Tools and Template Index

Use the index below to quickly reference tools and templates to assist you in designing, developing, and conducting your mentoring program.

Tool/Template	Description	Process Step(s)	Page
Mentoring & Professional Development Needs Assessment	Provides sample questions that can be used to conduct an initial needs assessment to help you identify and understand what your members want prior to identifying program objectives.	1	26
Mentoring Advisory Board Roles and Responsibilities	Outlines the leadership team's roles and responsibilities for managing the implementation of NOVA SHRM/Dulles SHRM's Mentoring Program.	1 & 2	28
Program Resources Checklist	Describes the basic resources required for implementing a formal mentoring program.	1 & 2	29
Types of Mentoring Meeting Formats	Describes the various types of meeting formats, including guest speakers, participant-led discussions/presentations, and interactive meeting/learning exercises.	2	30
Program Project Plan	Provides a sample of a project plan for implementing a mentoring program, based on NOVA SHRM/Dulles SHRM's 2009 Mentoring Program Plan	2	32
Program Application	Provides a sample of NOVA SHRM/Dulles SHRM's 2012 Mentoring Program application to include an overview of the program, selection criteria, and application instructions.	3	35
Program Marketing & Recruiting Statement	Provides a sample of NOVA SHRM/Dulles SHRM's Mentoring Program marketing and recruitment drive materials as advertised in the NOVA SHRM monthly newsletter.	3	41
The Art and Science of Selection	Provides an overview of NOVA SHRM/Dulles SHRM's Mentoring Program selection criteria and process.	3	42
Program Applicant Selection/Non-Acceptance Protocol	Provides the telephone guidance used by NOVA SHRM/Dulles SHRM's Mentoring Program leadership team when notifying applications of their status.	3	45

Mentoring Program Tools and Templates

Tool/Template	Description	Process Step(s)	Page
Program Kick-Off Meeting Presentation	Provides NOVA SHRM/Dulles SHRM's Mentoring Program kick-off meeting presentation to include an overview of the program components, mentoring defined, guidelines and tools for peer mentoring relationships, and an overview of the facilitated presentation component.	2 & 4	47
Group Mentoring Discussions Overview	Provides an overview of the NOVA SHRM/Dulles SHRM Mentoring Program group discussion roles/responsibilities, format and mechanics.	4	53
Kick-Off Icebreaker – "Speed Mentoring"	Provides a detailed description of "Speed Mentoring," the icebreaker activity used by NOVA SHRM/Dulles SHRM's Mentoring Program during the kick-off meeting.	4	55
Developing Trust with your Peer Mentor	Provides a series of questions to help participants get to know their peer mentor and begin to develop trust.	2 & 4	57
Mentoring Partner Agreement Form	Provides a sample of a <i>peer mentor agreement</i> , used as one of the tools to facilitate mentoring relationships.	2 & 4	58
Mentoring Roles and Responsibilities Checklist	Provides a sample of the checklist provided to peer mentors and mentor liaisons outlining expectations.	2 & 4	59
Mentoring Guidance	Provides a sample of guidance provided to peer mentors on how to coach your peer mentor to success.	2 & 4	62
Group Roster	Provides a sample template of the group roster format used by NOVA SHRM/Dulles SHRM's Mentoring Program to distribute contact and background information on program participants and leaders.	4	63
Meeting Agenda	Provides a sample template of the meeting agenda used by NOVA SHRM/Dulles SHRM's Mentoring Program for monthly program sessions.	2 & 4	64
Meeting Evaluation	Provides a sample of the meeting evaluation form used to evaluate each of NOVA SHRM/Dulles SHRM's Mentoring Program's meeting sessions.	2 & 4	65
Program Communications	Provides samples of NOVA SHRM/Dulles SHRM's Mentoring Program communications.	4	66
Year-End Evaluation	Provides a sample of the evaluation used to collect feedback at the end of each of the entire program and identify areas for continuous program improvements.	5	68

Mentoring Program Tools and Templates

MENTORING & PROFESSIONAL DEVELOPMENT NEEDS ASSESSMENT

The SHRM Mentoring Program Committee would like to understand your needs for mentoring and professional development. Please take five minutes to complete the questions below. Thank you!

1. What is your interest in mentoring and professional development? (Please circle one response)
 - a. Very interested
 - b. Slightly interested
 - c. Slightly disinterested
 - d. Not interested at all

2. What are your primary professional development objectives? (Please circle one response)
 - a. Skill development/enhancement
 - b. Professional networking/sharing knowledge and resources
 - c. Promotion/job change
 - d. Career transition/job search
 - e. Other (please specify) _____

3. What is your experience with mentoring? (Please circle all responses that apply)
 - a. Served as a mentor to someone
 - b. Served as a mentee
 - c. Participated in group mentoring/mentoring circles
 - d. Participated in peer mentoring
 - e. Participated in virtual mentoring
 - f. No experience with mentoring

4. If this SHRM chapter sponsored a mentoring program, what benefits would you like to receive from participation in such a program? (Please circle all responses that apply)
 - a. Setting professional goals and objectives
 - b. Sounding board to share issues and challenges
 - c. Networking with other professionals/sharing knowledge and resources
 - d. Developing/enhancing HR skills
 - e. Developing/enhancing leadership skills
 - f. Obtaining guidance for studying and passing the PHR/SPHR/GPHR exam
 - g. Other (please specify) _____

5. On average, how much time do you dedicate each month to professional development? (Please circle one response)
 - a. One to three hours
 - b. Three to five hours
 - c. Five to eight hours
 - d. Eight hours or more

6. What is the best time of day to participate in professional development activities? (Please circle all responses that apply)

Mentoring Program Tools and Templates

- a. Morning/Before work
 - b. Lunchtime
 - c. Evening/After work
 - d. Weekend
7. What is your preferred method of receiving professional development information? (Please circle all responses that apply)
- a. Face-to-face meeting/workshop
 - b. Webinar/virtual meeting/online chat functionality
 - c. Conference calls/one-on-one telephone conversations
 - d. Reading books and journal articles
 - e. Other (please specify) _____
8. What type of professional development activities could this SHRM chapter offer that would be of benefit to you? (Please type response below)

MENTORING ADVISORY BOARD ROLES AND RESPONSIBILITIES

An effective leadership team has clearly defined roles and responsibilities. NOVA SHRM/Dulles SHRM's leadership team includes the following roles for managing the implementation of the mentoring program:

- **Meeting Planning, Coordination, and Evaluation** – Plan program topics, format, meeting agendas, invite subject matter experts/flash mentors; coordinate happy hours for participants and alumni; facilitate mentoring meetings; arrange for catering/refreshments; help with set-up and clean-up after meetings; develop meeting evaluation/survey in order to collect participant feedback, compile meeting results, and share with the mentoring advisory board.
- **Recruiting and Communications** – Collect and compile alumni success stories for chapter newsletter on a monthly basis; conduct annual review and update of mentoring application; develop global e-mail and chapter newsletter recruitment messages and videos; manage mentoring alumni listserv, manage social network sites/groups.
- **Selection and Matching** – Review program applications; select and match applicants; contact applicants to make them aware of decision-status; prepare and send welcome communications to new participants.
- **Mentor Liaisons** – Follow-up with participants to make sure that they complete their mentoring contract, check in regularly with participants to make sure that their peer mentoring relationships are progressing, troubleshoot any problems, act as a traditional mentor in some cases.
- **Historian** – Capture and archive relevant mentoring program materials, take photographs or capture video feed at major events, document history and evolution of mentoring program.
- **Administrative Management** – Develop budget and management structures, coordinate meeting space, develop and maintain program contact roster, serve as liaison with local chapter board members.

Retention Tips for Program Advisory Board

- Keep leaders engaged. Ask them to take on roles or responsibilities that interest them. Solicit ideas and input from them on various topics relating to the program
- Don't put too much on anyone person's plate. Ensure that your leadership team is large enough so that nobody is overwhelmed by their responsibilities
- Make it fun! Have a good time while planning, keeping the atmosphere laidback and casual
- Show your appreciation. Even if it's just with a sincere "thank you." After all, they are volunteering. Consider token gifts at a celebratory event at the end of the year.

MENTORING PROGRAM RESOURCES CHECKLIST

- Meeting Space – You will need ample space for each meeting. The NOVA SHRM/Dulles SHRM Mentoring Program prefers a training or conference room large enough to accommodate seating arranged in a horseshoe format along with white boards and flip charts. In order to prepare for the program, organizing the meeting room space must be planned well in advance of its start date. It is recommended to attempt to find a room at no cost or a low cost by going through a local chapter member company or educational institution. These options are more likely to partner or sponsor the room for your Mentoring Group. The alternative is to look at hotel room space which will need to be negotiated accordingly, as this expense can be large.
- Catering/Refreshments – Consider offering meals and/or snacks during or before your meeting. In order to determine whether food should be included in the program or not, a review of the overall budget must be done. If the budget permits, it is recommended to offer meals.
- Supplies – You should also consider providing supplies such as flip charts, note pads, name tags, pens, and a laptop computer for any presentations. You may also want to consider creating folders or binders of all the mentoring materials you provide to program participants.
- Educational Resources – You may want to supply participants with a book and/or journal articles on mentoring, coaching, and professional networking.
- Recognition Certificate – You may want to purchase recognition certificates from the SHRM online bookstore to award participants for completion of the mentoring program. The NOVA SHRM/Dulles SHRM Mentoring Program holds an annual recognition ceremony.
- Volunteers – Volunteers can help with special projects or initiatives beyond the normal program components. Ask for mentoring participants to give back!

TYPES OF MENTORING MEETING FORMATS

Mentoring program meetings can take many forms and formats. The list below offers some meeting format ideas that the NOVA SHRM/Dulles SHRM has utilized:

- ❑ Facilitated Group Discussions – Participants share information on a pre-selected HR-related topic based on individual experience and expertise in a small, group discussion format. Each discussion is led by a facilitator (usually one of the mentoring participants) and supported by a Subject Matter Expert (SME) on the pre-selected topic. This group discussion format allows knowledge sharing and knowledge accumulation that participants can apply on the job. Flash mentors provide advice and lend insights during group mentoring discussions. The NOVA SHRM/Dulles SHRM program frequently invites mentoring alumni to participate as flash mentors. These individuals are asked to participate pro bono, as a way to give back to the HR community.

- ❑ Learning Exercises – Each program includes a facilitated exercise. See below for some ideas:
 - Developing a Biography – Ask participants to develop personal biographies to share with the group. This exercise helps participants learn more about their peers in the program and facilitates professional networking.

 - The Elevator Speech – Ask participants to develop and deliver a “10-second” elevator speech that describes what they do for a living. This exercise trains participants on a high impact technique to introduce themselves at conferences, workshops, and networking events; and helps them learn to describe their job in the human resources profession in a positive, results-oriented way.

 - Sharing Resources – Ask participants to share resources regarding each program topic by utilizing LinkedIn or a shared document repository.

 - Self-Reflective Exercise – Ask participants to complete a matrix of their preferences and skills to reflect on their current experience and developmental needs. Have participants categorize their skills and preferences into four categories: (1) things that I like and do well; (2) things that I don’t like and do well; (3) things that I don’t like and don’t do well; and (4) things that I like and don’t do well. Things that participants like and don’t do well can serve as the basis of actions and future developmental planning. See *Mentoring Program Kick-Off Meeting Presentation*, for a graphic illustration of this exercise.

 - Getting to Know Your Peer Mentor – Provide participants with a series of questions to help them get to know their peer mentor and begin to develop trust. See the *Developing Trust with your Peer Mentor document*, for a full list of questions.

 - Developing a Mentoring Contract – Have peer mentors develop a “mentoring contract” that outlines their expectation for their relationship, to include the frequency and type of meetings (e.g., face-to-face, in-person, email). Peer mentors should then discuss and

Mentoring Program Tools and Templates

formally agree to their mentoring partnership, with the understanding that we will maintain confidentiality at all times. See the sample *Mentoring Partner Agreement Form*.

- Active Listening Exercise – Engage participants in a structured exercise to practice and demonstrate their listening skills.
 - ➔ Speak/Listen. Break participants up in to pairs, with one person acting as the listener and one the speaker. Ask the speakers to speak on a topic provided by the workshop facilitator until time is called and the listener to only listen (not respond/talk at all). Provide a topic and give each pair 4-5 minutes to engage in the exercise, then stop, and re-group as a larger group to debrief the experience.
 - ➔ Debrief. Ask speakers to report on *What was it like to be listened to? How was it different from what you're used to? Was there anything difficult about it?* Ask listeners to report on *What was it like to listen? How was it different from what you're used to doing? Was there anything difficult about it?*
 - ➔ Demonstrate. Go around to pairs and ask speakers for their permission for the listeners to repeat out loud a statement that captures the main point of what the speakers were saying. Then, validate with the speakers if the listeners captured the essence of what they were saying and ask them to offer feedback about if the statements captured both facts and emotion. Repeat for each pair.

SAMPLE NOVA SHRM/DULLES SHRM MENTORING PROGRAM PROJECT PLAN

Leadership Team:

Name – [name@email.com](#)
Name – [name@email.com](#)
Name – [name@email.com](#)
Name – [name@email.com](#)
Name – [name@email.com](#)
Name – [name@email.com](#)

Program Objectives:

- To increase the involvement of chapter members in professional development activities that they find meaningful
- To develop the professionalism of chapter members so that they may increase their likelihood of promotions and other career moves
- To promote the leadership potential of mentoring participants so that they may have ample opportunity to participate in local SHRM governance and leadership activities
- To provide a best-in-class mentoring program that will increase participants' knowledge and practical experience in the group, peer, and virtual mentoring
- To facilitate the sharing of knowledge and resources among participants, alumni, and guest speakers/senior-level group members
- To provide a sounding board for issues encountered by HR professionals at all levels
- To strengthen the perception of HR as a profession
- To showcase the Mentoring Program as a successful benchmark for group mentoring

Guest Mentor Program Dates:

Wednesday, March 12, 2009
Wednesday, May 14, 2009
Wednesday, July 9, 2009
Wednesday, September 10, 2009
Wednesday, November 12, 2009
Wednesday, January 14, 2010

Participant Presentation Dates:

Wednesday, April 9, 2009
Wednesday, June 11, 2009
Wednesday, August 13, 2009
Wednesday, October 8, 2009

Alumni Happy Hour Date:

Wednesday, February 13, 2009

Mentoring Program Participant Happy Hour:

Wednesday, March 26, 2009

Regular Meeting Time: 6:00 p.m. to 8:30 p.m.

Meeting Location: XXX, City, State

Leader Roles and Responsibilities:

Mentoring Program Tools and Templates

Meeting Planning, Coordination, and Evaluation Plan program topics, format, meeting agendas, invite guest mentors/senior-level group mentors; plan and coordinate participant presentation meetings, coordinate happy hours for participants and alumni; facilitate mentoring meetings; arrange for catering/refreshments; help with set-up and clean-up after meetings; develop meeting evaluation/survey in order to collect participant feedback, compile meeting results, and share with the Mentoring Advisory Board

Recruiting and Communications Collect and compile alumni success stories for chapter newsletter on a monthly basis; conduct annual review and update of mentoring application; develop global e-mail and chapter newsletter recruitment messages; manage mentoring alumni listserv

Historian Activities Capture and archive relevant mentoring program materials, take photographs at major events, document history and evolution of mentoring program

Selection and Matching Review applications; select and match applicants; contact applicants to make them aware of decision-status; prepare and send welcome packages to new participants

Peer Mentor Liaison Follow-up with participants to make sure that they complete their mentoring contract, check in regularly with participants to make sure that their mentoring relationships are progressing and troubleshoot any problems

Administrative Management: Budget development and management, meeting space coordination, develop and maintain contact roster, attend chapter board meetings

Career Coaching Responsibilities:

Educate participants about the concepts and techniques involved with career coaching (i.e., how it is different and complementary to mentoring), provide a one hour personal coaching session for each mentoring program participant

Special Projects Responsibilities:

Plan 10-year anniversary celebration, develop mentoring program toolkit, other ad hoc special projects

Sample Meeting Schedule:

Date	Description	Homework Due	POC	Next Steps
<i>Wed - Feb 13</i>	<i>Happy Hour for all alumni at X Location in X City</i>		<i>Jane</i>	<i>Coordinate with restaurant, send out invite to alumni</i>
<i>Wed – Mar 12th</i>	<i>Mentoring Program Kick-off/Introduction to Group Mentoring</i> Overview of program, what hope to get out of program, and developing mentoring contract, alumni to share experience with the program and help to set realistic expectations, overview	<i>Prepare 1 page bio and make 30 copies to share with everyone at kickoff meeting</i>	<i>Bob</i>	<i>Develop welcome kit materials; develop agenda order Power Mentoring Book, etc...</i>

Mentoring Program Tools and Templates

	of career coaching, start off with an icebreaker etc.			
Wed – Apr 9 th	<i>Participant Presentations</i>	<i>Develop elevator speech, prepare mentoring agreement and file copy with your peer mentor liaison</i>	<i>Joe</i>	
XXX	XXX	XXX	XXX	XXX
XXX	XXX	XXX	XXX	XXX

2012 NOVA SHRM/Dulles SHRM Mentoring Program Information

OVERVIEW

Thank you for your interest in the NOVA SHRM/Dulles SHRM Mentoring Program. Our Pinnacle Award winning mentoring model is recognized by SHRM as a successful practice to replicate in other chapters, and our program director received the Greater Washington HR Leadership Award for Mentoring in 2008. We are proud to report that participation in our Mentoring Program has resulted in enhanced peer networking for 100 percent of our alumni. Within two years of program graduation, over 75 percent of our alumni have received promotions, lateral career moves, or new job opportunities. Approximately 85 percent of our alumni have served in leadership roles within one of the local SHRM chapters.

This program is designed for individuals with at least three years of professional experience who want to gain a career advantage and maximize their learning opportunities. Our program is suited for individuals with a variety of professional development objectives, such as: building a strong network in the local HR community, expanding HR and business competencies, managing a career transition, or gaining experience in group mentoring. You will be provided with an opportunity to learn from peers participating in the program, as well as mentoring alumni and other seasoned professionals who facilitate our group meetings and lend insights during our discussions. Our meeting topics will focus on concepts such as: HR and business strategy, organizational change management, talent management, employee engagement, personal branding and reputation management, and leadership coaching.

If selected to participate in the program, you will be matched with a **peer mentor**. Matching is based on experience level, professional interests, developmental goals, and personal attributes. As a peer mentor, you are expected to proactively support your partner in making progress towards his or her career goals. Guidance on being an effective peer mentor will be shared at the program kickoff meeting.

Additionally, you will have access to the **mentoring alumni electronic network** (both a listserv managed by the program director as well as access to our exclusive group LinkedIn page), be assigned a **Mentoring Advisory Board liaison** to guide your success in the program, and receive a complimentary one-hour **coaching session** with a professional coach.

COMMITMENT

The monthly time commitment for the mentoring program is three to five hours per month, which includes participation in monthly group mentoring meetings, learning assignments, and regular interaction (i.e. phone, e-mail, or in-person) with your peer mentor.

There will be a total of 10 group meetings throughout the year. We will meet on the second Wednesday of the month from 6:00 p.m. to 8:30 p.m. (starting with our kick-off program on Wednesday, March 14, 2012). Our regular meeting location will be INSERT LOCATION.

Meeting/Program Dates:

- Wednesday, March 14, 2012
- Wednesday, April 11, 2012
- Wednesday, May 9, 2012
- Wednesday, June 13, 2012
- Wednesday, July 11, 2012
- Wednesday, August 8, 2012
- Wednesday, September 12, 2012
- Wednesday, October 10, 2012
- Wednesday, November 14, 2012
- Wednesday, January 9, 2013

It is expected that you will make every effort to participate in all group mentoring meetings. If an unexpected business trip or family emergency arises, please communicate this conflict to the mentoring program director, your mentoring committee liaison, and your peer mentor.

If you choose to discontinue your affiliation with the mentoring program for a reason other than a personal emergency (i.e., serious illness, spouse job relocation) then the NOVA SHRM/Dulles SHRM Mentoring Advisory Board reserves the right not to reconsider you for participation in the future.

=> Your application indicates that you understand the commitment required to the mentoring program.

The NOVA SHRM/Dulles SHRM Mentoring Program will sponsor a maximum of 14 participants for the 2012 calendar year. While we would like to accept everyone, we believe that limiting the number of participants allows for more involved and meaningful group interaction.

SELECTION

You must be a member in good standing with NOVA SHRM, Dulles SHRM, or Montgomery County SHRM. If you are currently an at-large SHRM member (without local chapter affiliation), you may apply for local chapter membership concurrently with this mentoring program application. *Please make a note of this on your completed mentoring program application so that we may confirm your membership status.*

Considerations for selection and matching include:

- Years of HR Experience (3+ years of HR experience preferred)
- Depth and breadth of HR experience
- Education and professional certification
- Development goals
- Leadership ability/potential
- Thoughtful responses to questions on the mentoring application
- Ability to make a time commitment to the mentoring program
- Availability of an appropriate match in our applicant pool

Our priority is to select individuals who are interested in advancing their careers and making a positive contribution to the HR profession. Information gathered during the application process will remain strictly confidential and is used solely for the purpose of the NOVA SHRM/Dulles SHRM Mentoring Program.

Sample Templates and Tools

All applications must be received ON OR BEFORE January 31, 2012.

QUESTIONS

For specific questions regarding the Mentoring Program, please contact Mary Kitson, Program Director, at e-mail: mkitson@mitre.org or shrm.mentoring@gmail.com with the subject line "SHRM Mentoring Program".

Thank you for your interest in the NOVA SHRM/Dulles SHRM Mentoring Program!

www.novashrm.org

www.dullesshrm.org

<http://mcshrm.shrm.org>

2012 NOVA/Dulles Mentoring Program Application

Instructions: Please complete all questions on the application and attach a copy of your current resume after the last page. The application should be typed in MS Word (no handwritten applications please).

I. PERSONAL INFORMATION

Name:

Job Title:

Organization:

Organization size (# employees):

Business Market Sector (e.g., government, non-profit, healthcare, financial services):

II. CONTACT INFORMATION

Work

Address (include suite # or mailcode):

City, State, Zip:

Work Phone:

Work Fax:

Work E-mail:

Personal

Address:

Sample Templates and Tools

City, State, Zip:

Home Phone:

Mobile Phone:

E-mail:

Preferred Email Contact (for regular mentoring program communication):

Home Email

Work Email

III. HUMAN RESOURCE MANAGEMENT WORK EXPERIENCE

- A. HR Experience (years): _____ Other Professional Work Experience (years): _____
- B. Please indicate areas of HR specialization by noting the number of years in each of the following:

HR Generalist
Compensation, Benefits, and Total Rewards
HRIS
Employee/Labor Relations
Training/Organizational Development
Staffing, Recruitment, and Talent Management
HR Consulting
Academia/Research
Management/Team Leadership

- C. Briefly describe the major responsibilities in your current position:

IV. SHRM MEMBERSHIP, CERTIFICATIONS, AND LEADERSHIP ACTIVITIES

- A. How long have you been a SHRM member? _____ Local chapter member?
- B. What is your primary chapter designation (NOVA, Dulles, or Montgomery County)?
- C. Please list any committee or board leadership roles you have held with your SHRM chapter:
- D. Please list any professional accreditations and/or awards you have received:
- E. Please indicate any other professional associations and/or civic activities with which you are affiliated:

V. DEVELOPMENTAL GOALS AND PROFESSIONAL FOCUS

- A. How do you, as an HR professional, add value to an organization?

Sample Templates and Tools

- B. What is the most rewarding part of your job?
- C. What are your most important career challenges right now, and how might participation in the mentoring program help you to tackle these issues?
- D. Describe a “great” personal moment in the last twelve months at work. What made this moment great?
- E. Describe a “bad” personal moment in the last twelve months at work. What made this moment bad?
- F. What is the best career advice you have ever received? What action did you take as a result?
- G. Please describe three developmental goals (hint: must be measurable!) that you hope to make progress towards in the 2012 calendar year:

Goal 1 –

Goal 2 –

Goal 3 -

- H. What are your expectations for the mentoring program?
- I. What specialized knowledge or lessons learned would you be uniquely suited to share with others during a group mentoring meeting?
- J. What would you be particularly interested in learning from others during a group mentoring meeting?
- K. Please describe your experience in any formal or informal mentoring relationship.
- L. Please describe any experience you have had with career coaching (e.g., familiar with the concept, earned a coaching certificate, engaged the services of a coach).
- M. What are your top three priorities, in descending order, for being matched with a peer mentor?

Similar career interests
Live/work in similar geographic area
Experience in a similar business market sector
Experience in a competency area I want to build skills in

***Please note that the Mentoring Advisory Board will do its best to honor your request, but cannot make guarantees.*

Sample Templates and Tools

N. In the attributes listed below, I would rate myself predominantly: (please check one in each row)

- | | |
|---|---|
| 1. <input type="checkbox"/> Analytical | <input type="checkbox"/> Intuitive |
| 2. <input type="checkbox"/> Extrovert | <input type="checkbox"/> Introvert |
| 3. <input type="checkbox"/> Risk-taking | <input type="checkbox"/> Cautious |
| 4. <input type="checkbox"/> Decisive | <input type="checkbox"/> Methodical |
| 5. <input type="checkbox"/> Plans ahead | <input type="checkbox"/> Spur-of-the-moment |

O. How did you learn about the Mentoring Program?

- Chapter Meeting/Information Session
- Chapter Newsletter
- LinkedIn Announcement
- Email Announcement
- Mentoring Alumni Referral
- Other (please describe)

P. How will you meet the three to five hours per month time commitment required for the program?

Q. Have you previously applied for the mentoring program?

- Yes No

SUBMISSION INSTRUCTIONS

Thank you for taking the time to complete the NOVA SHRM/Dulles SHRM Mentoring Program application. Please remember to **attach a copy of your current resume**. Please email your completed application package to mkitson@mitre.org and courtesy copy shrm.mentoring@gmail.com with subject line "SHRM Mentoring Application".

The Mentoring Advisory Board, which is comprised of both NOVA and Dulles SHRM volunteer leaders, will review your application and contact you via telephone with a decision in mid-to-late February. **Your application must be received ON OR BEFORE January 31, 2012** in order to be considered for the program.

Information gathered during the application process will remain strictly confidential and will be used solely for the purpose of the NOVA SHRM/Dulles SHRM Mentoring Program.

SAMPLE PROGRAM MARKETING & RECRUITING STATEMENT



Gain a Career Advantage

Apply now for the NOVA SHRM/Dulles SHRM Mentoring Program!

Whether you're looking to refine, refresh, or reinvent your career, the NOVA SHRM/Dulles SHRM Mentoring Program has something to offer you. We are excited to announce our 2009 recruitment drive. Please visit www.novashrm.org for more information and to download an application.

Our award-winning mentoring program can help you to:

- Enhance your network of HR professionals,
- Overcome obstacles to reach career success,
- Clarify professional goals,
- Learn mentoring, coaching, and feedback skills,
- Gain access to the alumni network and a career coach, and
- Earn credits towards PHR/SPHR/GPHR recertification!

We sponsor 14 chapter members a year to participate in the program, which integrates aspects of several mentoring techniques, including: group mentoring, peer mentoring, and virtual mentoring. NOVA SHRM, the founder of the program, received a Pinnacle Award for Excellence by the Society for Human Resource Management in 2003 for this innovative mentoring model. Participation in our program has resulted in promotions, lateral career moves, and new job opportunities for over 70 percent of alumni.

Fun and informative group mentoring meetings are held the second Wednesday of each month from 6:00-8:30 p.m. in the Tyson's Corner area. Although there is no cost for participation in the program, you must be a member in good standing with either the NOVA chapter or the Dulles chapter.

Please contact Mary Kitson, Mentoring Program Director, at mkitson@mitre.org with any questions.

Reminder: Application deadline is February 6, 2009!

Source: [NOVA SHRM Monthly Newsletter](#)

THE ART AND SCIENCE OF SELECTION: NOVA SHRM/DULLES SHRM'S PROGRAM SELECTION CRITERIA AND PROCESS

Whether the selection and matching process is an art or a science is debatable. There are at least as many ways to select and match pairs of candidates as there is room for both objective and subjective reasoning in the selection process.

NOVA SHRM/Dulles SHRM's Mentoring Program uses a structured selection process based on criteria assessed in the application as well as the potential for matches with other program candidates. The process is based on the number of commonalities found between candidates and personalities.

The selection criteria and process are described below. The program's overall priority is to select chapter members who are interested in advancing their careers and making a positive contribution to the HR profession.

Selection Criteria

To apply and be selected into the program, candidates are required to complete a written application. Criteria for selection and peer matching include, but are not limited to:

- Years of HR experience (3+ years of professional experience preferred)
- Depth/Breadth of HR experience (demonstrated career growth through expanded job responsibilities, project management, team leadership, etc.)
- Education/professional certifications (a degree in HR Management or HR Development and PHR/SPHR/GPHR/CEBS/CCP certification is a plus)
- Career/professional development goals (building specific competencies, expanding professional network, etc.)
- Commitment (e.g., ability to attend mentoring meetings)
- Availability of an appropriate "match" in candidate pool

Selection Process

Each year, the program's selection committee meets to review individual applications. The committee uses a selection matrix (illustrated and described in detail below) to rate each application.

Sample Templates and Tools

2009 Mentoring Program Selection & Matching Tool																		
No.	Name	Organization	Industry	Job Title/Role	Primary Chapter	Yrs Exp	HR Cert	Degree/Major	Leadership Exp (Y/N)	Leadership Potential (Hi/Lo)	Group Mentoring Potential (Hi/Lo)	Commitment Level (Hi/Lo)	Goals Consistent with Program Intent (Y/N)	Thoughtful Responses to Questions (Hi/Lo)	Other Considerations	Selection Recommendation (Y/N)	Potential Match(es)	Match Justification
1																		
2																		
3																		
4																		
5																		
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17																		
18																		

Page 1

The assessment criteria are based on the following assumptions:

- Years of Experience – Reflects both general business and human resource experience.
- Degree/Major – The program accepts candidates with or without a degree. While education is important, it does not automatically predict success. The program strives to include a broad cross-section of individuals from a variety of organizations and background.
- Leadership Potential – Is subjective, but based on a common value system. For example:
 - High - The candidate could be a chapter president in 2 or 3 years or profoundly contribute to the HR profession.
 - Medium - The candidate might be able to serve as a board member, committee leader, or Mentoring Advisory Board member.
 - Low - The candidate may not have time for or interest in a key role, but may be great for an ad-hoc volunteer opportunity.
- Group Mentoring Potential – Indicates understanding and willingness to contribute to program; share experiences; foster relationships; and to be open to new ideas and concepts.
- Commitment Level – Means the application response is believable and demonstrates the intention to integrate the mentoring program into their work and life. Program success stems from strong participation including presence of mind.
- Goals Consistent with Program Intent – Alignment between the candidate’s professional goals and program objectives is demonstrated. For example, professional networking, skill development, or certifications are common goals of past candidates. A traditional mentor is

not consistent with the program's objectives. In this case, the candidate may be directed to the SHRM (national) mentoring program online which offers such a service.

- Thoughtful Responses to Application Questions – A well-crafted and meaningful answer using proper grammar. A single sentence is not usually considered a strong response.
- Other Considerations – The mentoring program cares about career progression and risk taking. If a candidate has been in the same job for 15 years with no lateral moves or promotions, this could be a red flag.

“Sticky Wall” Exercise

Based on the data captured in the matrix document, the selection and matching team creates mini bios for candidates on index cards. These bios include many of the items from the matrix. The selection and matching team then begins a discussion about each candidate and starts to visually match pairs by adhering the person's index card bio to the a “Sticky Wall” board next to a potential match. As the matching discussion continues, index cards are moved around as mentoring pairs are considered, assigned and reassigned. This “Sticky Wall” exercise does not require the actual “Sticky Wall” product (www.bizkits.biz) and can be replicated by using Post-It note paper and a regular wall or dry erase board. However, the visual matching of candidates and the ability to move candidates around as the discussion progresses is very beneficial to capturing the group's decision-making process.

Automating the Process

NOVA SHRM/Dulles SHRM's Mentoring Program uses a matching algorithm to automate the process. Depending upon the number of candidates to be matched, using an Excel spreadsheet, such as the example provided above can quickly become quite complex. The committee has used a Microsoft Access database to implement a matching algorithm and automate the process. The advantage to using a database is the complexity does not change based on the number of candidates.

Automating the selection process using mathematics can be a useful in that it helps validate subjective choices. If the selection committee has insight into personalities and characteristics, which provide an instinctive assessment of a good match, then the mathematical score is used as a second opinion.

Sample Templates and Tools

MENTORING PROGRAM APPLICANT SELECTION/NON-ACCEPTANCE PROTOCOL

NOVA/DULLES MENTORING PROGRAM: ACCEPTANCE TELEPHONE GUIDANCE

- Congratulations, you've been accepted into the XXXX NOVA SHRM/Dulles SHRM Mentoring Program!
- As you're probably aware, this program combines aspects of group mentoring, peer mentoring, and virtual mentoring. (Note: explain concepts if you need to).
- For the peer mentoring aspect of the program, we have matched you with someone who is at similar experience level to help you work towards the career goals you outlined in the application, and help to hold you accountable for meeting agreed upon milestones.
- Your peer mentor is _____. (Note: provide a brief background on him/her to include why matched with that person, where work, job title, common interests, etc. Share peer-mentor contact information and inform the participant that they should meet before the kickoff meeting on X Date to get to know each other and discuss career goals, etc.
- Confirm preferred name/nickname and any PHR/SPHR for nametag and roster.
- I'd also like to confirm your mailing address, preferred telephone, and e-mail X Name, Program Director, will send a confirmation email to you in the next week as well as a welcome package to your home in about 2 weeks. Your preferred phone number and email will be published, and your email will be added to our mentoring program distribution list (meeting reminders, job announcements, upcoming seminars, etc.). No SPAM.
- Our first meeting is on X Date at X Time at X Location in X Town. Directions will be included in your welcome packet.
- A light dinner will be available at all of our meetings. Do you have any food allergies or restrictions that we should be aware of?
- The agenda for the first meeting will include a get-to-know you activities and provide an introduction to the various program components (group mentoring, peer mentoring, virtual mentoring, career coaching). You will be assigned a liaison (a committee leader) who will check in with you throughout the year to see how everything is going.
- You have a homework assignment for the first meeting. You should develop a 1/2-page bio on yourself and bring 30 copies to share at the first meeting.
- You should also bring business cards and your calendar with you to the first meeting.
- Do you have any questions about the program right now?
- We look forward to meeting you on X Date!

NOVA/DULLES MENTORING PROGRAM: NON-ACCEPTANCE TELEPHONE GUIDANCE

- Thank you for taking the time to complete the application for the XXXX mentoring program.
- We received a record number of applications this year and as such the committee had a difficult time making decisions.
- While we would like to accept everyone into the program, we only have XX available slots due to resource limitations. We do our best as a committee to select and match individuals based on experience and career interests. Unfortunately, we are not able to accept you into the program this year.
- We sincerely hope that you will consider applying again. We try to give priority to individuals who applied in a previous year.
- Again, thank you for taking the time to apply, and please stay in touch with us!
- We hope to meet you at a future chapter meeting!

NOTE: Do not leave this information on a voice mail. Simply leave your phone number and ask the person to call you back.

SELECTED SAMPLE OF MENTORING PROGRAM KICK-OFF MEETING SLIDES

Agenda

- Mentoring Advisory Board Introductions
- Meeting Ground Rules
- Mentoring Program Overview
- Mentoring Program Communications
- Expectations for Group Mentoring Discussions
- Group Networking Activity
- Role of Mentoring Liaisons and Best Practices for working with your Peer Mentor
- Peer Mentor Activities
- Learning Assignments
- Contact List

1



Meeting Ground Rules

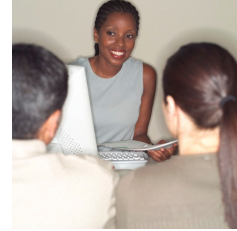
- Adhere to SHRM Code of Ethics
- Maintain confidentiality (Vegas rule!)
- Only one person speaks at a time
- Listen actively
- Participate openly
- Respect differences
- Test assumptions
- Turn off cell phones or set on vibrate mode
- Take "bio breaks" when needed
- Humor is a good thing – have fun!

3



Mentoring Defined

- A mentor is a trusted and significant advisor
- A good mentor is anyone you can learn from
- Mentoring works best when you mix and match
- Everyone needs mentors



*"I think mentors are important and nobody makes it in this world without some form of mentorship."
Oprah Winfrey*

10



Stages of Mentoring Relationships

Stage 1: Formal and Cautious – being respectful, clarifying and questioning

Stage 2: Exploratory Risk Taking – developing increased trust and confidence in each other

Stage 3: Sharing Professionally – developing mutual understanding and trust, ability to confide in one another

Stage 4: Sharing Personally – discussing long term career goals and aspirations

Stage 5: Friendship Beyond Mentoring – some mentoring pairs will maintain the relationship beyond the formal program expectations, the relationship model may be redefined

14



Effective Mentors

- Encourage the exploration of ideas and risk taking in learning
- Provide appropriate and timely advice
- Serve as a confidant for work-related issues
- Help mentee to shift his/her mental context
- Confront negative behaviors
- Suggest appropriate skills training
- Serve as a source of information and resources

12



Effective Mentees

- Be open to receiving feedback and coaching
- Take responsibility for your own professional growth and development
- Seek challenging assignments and new responsibilities
- Keep commitments agreed to with your mentor
- Renegotiate the mentoring relationship when your personal or professional needs change

13



Factors that Contribute to the Decline of a Mentoring Relationship

- Most relationships are productive, even if they don't end in a lifelong friendship
- The most common cause of a relationship decline is a lack of time invested by one or both parties
- Partners who fail to develop rapport or mutual respect for their partner's skills and abilities are the ones most likely to fade away
- Some relationships fail following a break-down in trust such as one partner breaching issues of confidentiality

15



7 Keys to Success



- Make a smart investment - the more energy you put into into the program the more lucrative the rewards
- The more mentors the merrier
- Embrace the "circle of trust"
- Express yourself
- Technology makes the world go round...faster
- Go ahead, try new ways of thinking in a safe environment!
- It's after 5...so have fun!

27



What to Expect of Your Mentoring Liaison

- Introduce you to your peer mentor
- Help you to connect with other mentoring program participants and alumni
- Check in with you on a regular basis
- Monitor your progress against career goals
- Offer advice, guidance, and encouragement

33



Group Mentoring Discussion Detail

- **Learn from fellow mentoring program participants**
 - Share information on HR-related topics based on your individual experience
 - Accumulate knowledge that you can apply to your job
- **Opportunity to practice facilitation skills**
 - Usually two breakout groups with 7 participants each
 - Two 30-minute segments with a 5-minute bio break in between followed by a group debrief

34



How to Utilize a Passion Chart

	Like	Don't Like
Do Well	Things that I Like and Do Well	Things that I Don't Like and Do Well
Don't Do Well	Things that I Like and Don't Do Well	Things that I Don't Like and Don't Do Well

Develop Action Plan for yourself

Develop Action Plan to Transition Work to Others

36



Assignments to Complete

- ✓ Complete Peer Mentoring Contract
- ✓ Complete “Developing Trust” and “Improving Future Performance” activities with peer mentor
- ✓ Review mentoring and networking articles
- ✓ Develop 10-second elevator speech
- ✓ Complete “What’s Your HR Challenge” exercise

38



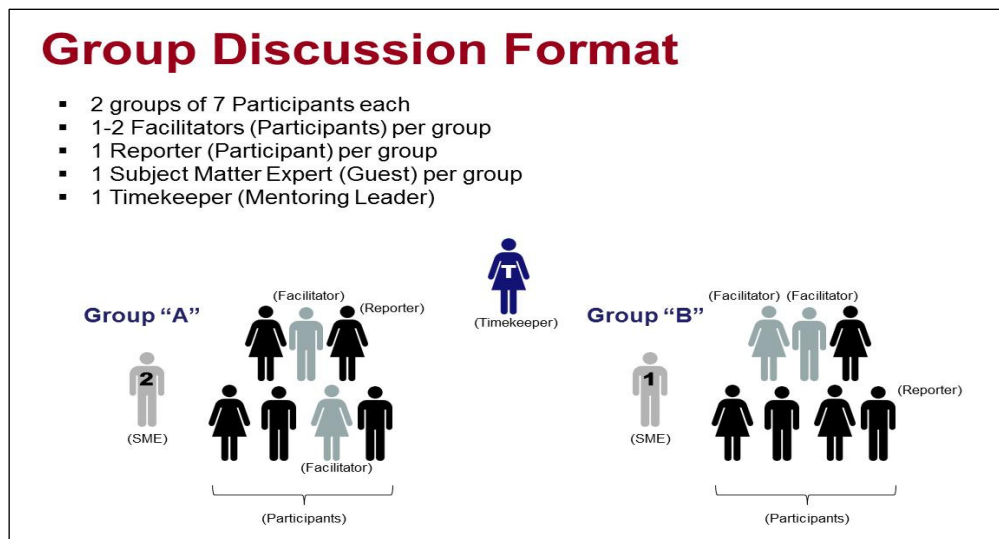
GROUP MENTORING DISCUSSIONS OVERVIEW

OVERVIEW

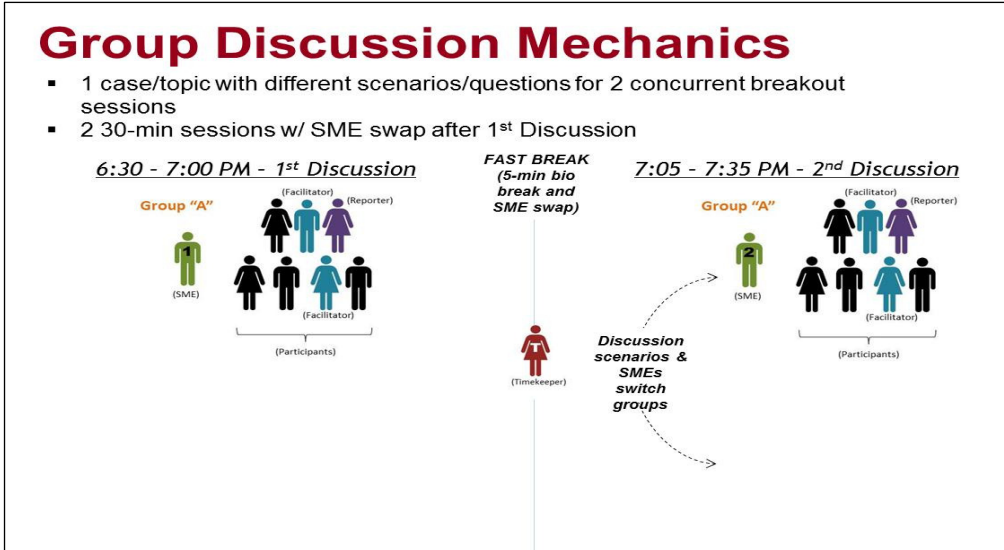
During the group mentoring discussions, participants share information on a pre-selected HR-related topic based on individual experience and expertise in a small, group discussion format. Each discussion is led by a facilitator (usually one of the mentoring participants) and supported by a Subject Matter Expert (SME) on the pre-selected topic. This group discussion format allows knowledge sharing and knowledge accumulation that participants can apply on the job. Flash mentors provide advice and lend insights during group mentoring discussions. The NOVA SHRM/Dulles SHRM program frequently invites mentoring alumni to participate as flash mentors. These individuals are asked to participate pro bono, as a way to give back to the HR community.

The graphics below offer visual representations of the format, roles and mechanics of the group discussions

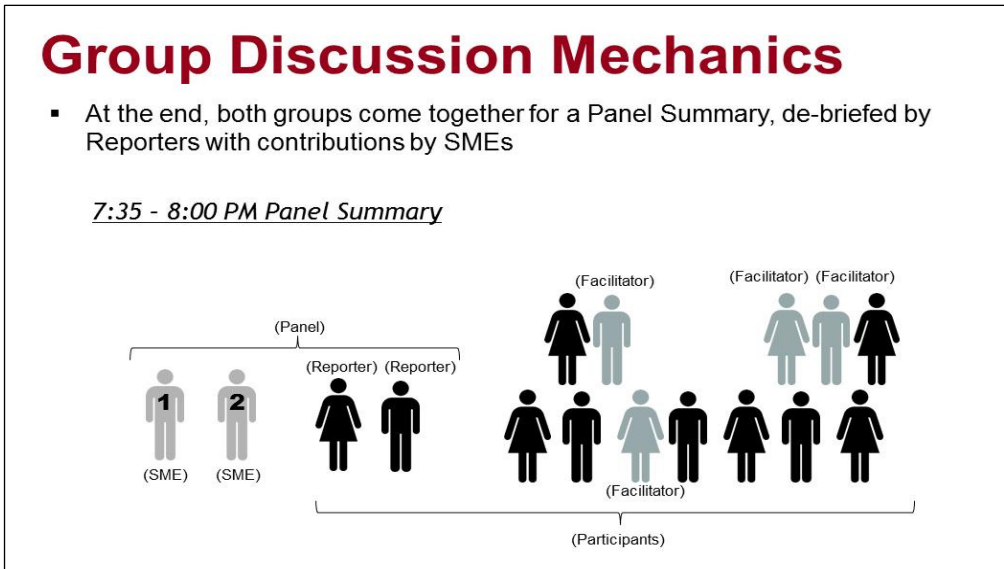
1. GROUP MENTORING DISCUSSION FORMAT & ASSIGNED ROLES



2. GROUP MENTORING DISCUSSION MECHANICS—SET-UP & MANAGEMENT



3. GROUP MENTORING DISCUSSION MECHANICS—DEBRIEF



Sample Templates and Tools

MENTORING KICK-OFF ICEBREAKER ACTIVITY—SPEED MENTORING

Speed Mentoring



2009 NOVA/Dulles SHRM Mentoring Program

38

Objective

- Simulates the multi-level approach we use in the program
 - 1-1, 3-3, 4-4, 7-7
- Get to know everyone in the program through a fast-paced networking activity
 - Modeled after “speed dating”
- Make a connection
 - Look for commonality



Is it Speed Dating or Networking?

- In Speed Dating...
 - Your goal is to narrow down the field of possible matches
- In Speed Network...
 - Your goal is to add to your network
 - No fear of rejection!



Caveats

- You won't end up knowing everyone well
 - 2-3 minutes is not enough time to develop a real relationship
- You may not know anyone well
- The goal is to get to know fellow participants a little
 - To jumpstart the program



Ice Breaker

- Find five things that you have in common
 - Try to find unusual things
 - Explore under the surface
- How can you learn from each other?
 - What can I learn from you?
 - What can you learn from me?





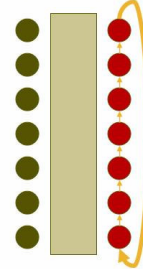
The Plan

Round	Start	Duration	Elapsed
1	7:10	0:02	7:12
2	7:12	0:02	7:14
3	7:14	0:02	7:16
4	7:16	0:02	7:18
5	7:18	0:02	7:20
6	7:20	0:02	7:22
7	7:22	0:02	7:24
8	7:24	0:04	7:28
9	7:28	0:06	7:34



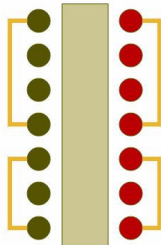
Rounds 1-7 (2:00 each)

- Right of the table will rotate clockwise



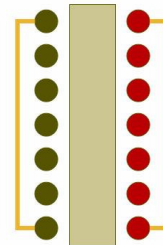
Round 8 (4:00)

- Groups of 4 and 3



Round 9 (6:00)

- Groups of 7



MENTORING ACTIVITY—DEVELOPING TRUST WITH YOUR PEER MENTOR

YOU CAN GET TO KNOW YOUR PEER MENTOR AND BEGIN TO DEVELOP TRUST BY ANSWERING THE FOLLOWING QUESTIONS WITH EACH OTHER.

1. Describe your different responsibilities.
2. What gives you the greatest sense of job satisfaction?
3. What do you regard as your major strengths?
4. What areas would you like to focus on for improvement?
5. Describe the area of responsibility that you find most frustrating.
6. What helps you most in your work?
7. What hinders you from achieving your goals?
8. Are you happy in your present job? Why? Why not?

Sample Templates and Tools

MENTORING PARTNER AGREEMENT FORM

Mentoring Partner A: _____

Telephone: _____ E-mail: _____

Mentoring Partner B: _____

Telephone: _____ E-Mail _____

Mentoring Partner A's Expectations:

Mentoring Partner B's Expectations:

Frequency and Type of Meetings (face-to-face, telephone, e-mail):

We have discussed and agreed to a mentoring partnership with the understanding that we will maintain confidentiality. Should a problem arise that cannot be resolved, we will seek advice and/or counsel from our Peer Mentoring Liaison or the Mentoring Program Director.

Mentoring Partner A Signature: _____ Date: _____

Mentoring Partner B Signature: _____ Date: _____

Note: File a copy of this with your Mentoring Liaison and retain a copy for your records.

MENTORING ROLES AND RESPONSIBILITIES CHECKLIST

If You Are a Peer Mentor...

You have been matched with another peer mentor in the NOVA SHRM/Dulles SHRM Mentoring Program based on, to the extent possible, your shared interests and number of years of HR experience.

As an effective Peer Mentor, you will listen, gather information, and provide honest and constructive feedback to your partner throughout the program. You will also help your partner create a vision for desired change and motivate the individual to take action on professional and/or personal goals.

Peer Mentor Roles & Responsibilities

Start of program

- We expect that you have already taken the opportunity to introduce yourself to your Peer Mentor *prior* to kick-off meeting.
- The Leadership Committee has put in a lot of preparation time to make this a well-structured and positive learning experience for you. Similarly, you are expected to make the time *and* the commitment to regularly connect with your peer *at least* once a month outside of regularly scheduled meetings. Where, how, and how long you connect are up to you and your Peer Mentor. Keep in mind the axiom: you get out of the program what you put into it!
- Share your expectations, professional goals, and career interests. Be sensitive to information that your partner may be telling you in confidence and keep it as such. Know that you can practice your skills and get constructive feedback from others in a supportive environment.

Middle of program

- In or around September, we recommend you set up a time to more thoroughly review your partner's progress on stated professional and/or personal goals. Provide suggestions, use your coaching skills, and help develop specific action items with your partner to see to it that goals are accomplished.

Ongoing

- Serve as a sounding board, resource, and support for your Peer Mentor. Hold her accountable for reaching expressed goals and objectives.

Sample Templates and Tools

- Contact your Mentoring Liaison if or when you have any issues, dilemmas, or concerns as it relates to your designated Peer Mentor.
- Alert your Peer Mentor, Mentor Liaison, and Program Director (for food ordering purposes) *as soon as possible* if an emergency arises where you will need to miss a monthly meeting.
- Provide feedback to your Mentoring Liaison on how the program is going for you. Although time is reserved at the end of year for getting your feedback on the program as a whole, suggestions and comments are welcome anytime.

If You Are a Mentor Liaison...

You regularly check in with your Peer Mentor pair to ensure the mentoring relationship is proceeding smoothly. As questions arise, you provide answers and give feedback as necessary while sharing your own HR experiences and insights. As an effective Mentor Liaison, you will make yourself available and offer ongoing support and guidance to your Peer Mentors, ensuring a successful outcome for them and the program as a whole. You will be proactive in developing a trusted relationship with the mentoring pair.

Mentor Liaison Roles & Responsibilities

Prior to program

- Contact your assigned Peer Mentors for which you are responsible and make introductions.
- Participate in the kick-off meeting and attend other meetings and events throughout the year as your schedule allows.

Middle of program

- Check in on the progress of your Peer Mentors' professional goals and objectives. Have any of their goals changed? If so, why? What challenges or successes have they had to date? Are there other areas of HR that, as a result of participation in the program, has sparked further interest? Share your opinions and experiences as needed. Provide guidance and coaching.
- Ask about each mentee's experience with the career coaching session. Was it a valuable use of their time? Did the May meeting on coaching prepare them?
- Ask the mentoring pair what session(s), resource(s), or activity thus far has been most helpful to them. Is there any aspect of the program that could be tweaked to make it more relevant for them?

Ongoing

- Familiarize yourself with each of your Peer Mentor's expectations of the program, career goals, and interests in and outside of work. If feasible, consider meeting each Peer Mentor individually or together over drinks, coffee, or lunch to get to know them better.

Sample Templates and Tools

- ❑ Check in with Peer Mentors on a regular basis. Help the mentor participants connect with other members in the group, with Mentor Program alumni, and with other HR professionals in your network.
- ❑ Ask the mentoring pair how connecting outside of the monthly meetings has been going. Have there been any frustrations, successes, or new insights as a result of teaming up?
- ❑ What current project(s) is each Peer Mentor dealing with at work that is requiring time and focus? Offer thoughtful suggestions related to any potential obstacles the Peer Mentors may be facing in reaching their career or personal objectives. In what way could you help them? Encourage them to celebrate their successes!

Sample Templates and Tools

COACHING YOUR PEER MENTOR TO SUCCESS GUIDANCE

Do	Don't
✓ Clarify and establish what goals you will be working on during the Mentoring Program	☒ Set unrealistic goals that are difficult to achieve and measure
✓ Decide where meetings or will be held and allow for sufficient time	☒ Hold meetings where distractions are likely
✓ Listen actively and mirror your understanding by repeating what your peer mentor has said	☒ Interrupt except to clarify points or statements your peer mentor has made
✓ Keep the tone positive and emphasize your intention to be supportive	☒ Evaluate, pre-judge or cast blame
✓ Ask questions to gain more information and ensure understanding	☒ Be afraid to ask clarifying questions if the conversation is confusing or losing direction
✓ Create action items to be achieved by each meeting that support desired outcomes	☒ Create unrealistic action items that you know you won't complete
✓ Review action items and evaluate what worked and what didn't	☒ Forget to follow-up on the action item(s) your peer mentor committed to
✓ Be willing to give and receive positive and negative feedback	☒ Be vague and inconsistent with giving feedback
✓ Build on past achievements and give encouragement and praise	☒ Avoid asking what can be learned from past mistakes to problem solve obstacles
✓ Challenge what is being said and ask how it is relevant to established goals	☒ Miss opportunities to pinpoint achievable goals
✓ Enjoy watching your peer mentor achieve great things!	

Sample Templates and Tools

SAMPLE MENTORING PROGRAM GROUP ROSTER

★ *Group Roster* ★

Sample, PHR (*Liaison = XXXX*)

Title
Organization
Work Phone
Home Phone
Email

Bio: *8 years experience; Training & Develop, Talent Management, Employee Relations; MA George Washington University HRD; BS Virginia Tech in Marketing Management; NOVA member*

Long Term: *Advance to management role by developing competency in leadership development, change management, & training*

Goal 1: *Understand how other organizations implement HR programs and practices*

Goal 2: *Benchmark own performance resulting in advancement in the HR profession*

Goal 3: *Establish relationships with HR professionals outside own organization*

Peer Mentor:

Name, Certification (*Liaison = XXXX*)

Title
Organization
Work Phone
Home Phone
Email

Bio:

Long Term:

Goal 1:

Goal 2:

Goal 3:

Name, Certification (*Liaison = XXXX*)

Title
Organization
Work Phone
Home Phone
Email

Bio:

Long Term:

Goal 1:

Goal 2:

Goal 3:

Peer Mentor:

Name, Certification (*Liaison = XXXX*)

Title
Organization
Work Phone
Home Phone
Email

Bio:

Long Term:

Goal 1:

Goal 2:

Goal 3:

SAMPLE MENTORING MEETING AGENDA

Chapter X Mentoring Program
Strategic HR Issues – Interacting with the C-Suite

Program Agenda

September 8, 2009

- | | |
|-------------|---|
| 5:45– 6:30 | Welcome, introduction of guest mentors, sharing of strategic HR resources |
| 6:30 – 8:15 | Interactive panel discussion on Strategic HR Issues. |
| 8:15 – 8:30 | Wrap up and discuss next meeting on <u>Wednesday, October 9</u> |

Guest Mentor Contact Information:

Jack Nichols
Vice President of Corporate Services, Nix, Inc.
jnichols@nix.com

Tom Driscoll
Director of Human Resources, Alysa Group
tomd@alysa.com



Homework Assignment for October 8: *Talk with your peer mentor(s) about an organizational change issue you have experienced and be prepared to share a synopsis of the conversation*

MENTORING PROGRAM KICK-OFF MEETING EVALUATION FORM

In an effort to provide feedback to our facilitators and to gather information to improve future programs, the Mentoring Advisory Board would appreciate your feedback on this session. Please complete this evaluation form and hand it in to the Mentoring Advisory Board leader prior to your departure. Thank you!

Kickoff Meeting

Choose one response for each statement:

Disagree

Agree

1

2

3

4

5

1. The communication with the Mentoring Advisory Board prior to the kickoff meeting was timely.

1

2

3

4

5

2. The electronic welcome kit materials were useful.

1

2

3

4

5

3. The speed-mentoring activity helped me get to know other participants.

1

2

3

4

5

4. I understand the role of the mentoring liaisons.

1

2

3

4

5

5. I understand what is expected of me when I present a topic at one of the mentoring meetings.

1

2

3

4

5

6. The overview of career coaching helped to set my expectations for the individual coaching session.

1

2

3

4

5

7. The catered dinner was satisfactory.

1

2

3

4

5

8. The kickoff meeting met my expectations.

1

2

3

4

5

Comments/Suggestions:

SAMPLE MENTORING PROGRAM COMMUNICATIONS

A. PROGRAM WELCOME

Dear 2009 Mentoring Program Participant,

Congratulations and welcome to the NOVA SHRM/Dulles SHRM Mentoring Program! By participating in the program, you join a network of nearly 120 mentoring alumni from the past 10 years. We look forward to meeting you and helping you to achieve your professional development goals this year.

Our kickoff meeting will be held on XXX. All mentoring programs will run from 6:00 to 8:30 in the evening, and will be located at XXX (see attached directions). We will discuss expectations for the program and you will have an opportunity to meet your new mentoring program cohorts. You will have a Mentoring Advisory Board liaison assigned to work with you and your peer mentor to help you establish and maintain a positive mentoring relationship (see attached mentoring partner agreement). Some of our career coaches will also be available at this session to meet you and introduce you to the concept of career coaching.

Please contact your peer mentor prior to the kickoff meeting in order to introduce yourself to him or her. I have attached a mentoring roster with cohort contact information and thumbnail bios. Even though you were "matched" with a particular member of the group, you are encouraged to connect with and build synergistic relationships with other members of the group as well. Please take the time to read the thumbnail bios and see what you may have in common with others, who may have knowledge you, can benefit from, and who you can share knowledge with.

To help introduce you to the NOVA SHRM/Dulles SHRM mentoring program I have attached a briefing which describes the mentoring concepts utilized in our program. It also provides the mentoring meeting dates, topics, and learning assignments. Please review the briefing before the kick-off meeting and add the dates to your personal calendar to avoid future scheduling conflicts. Please bring this briefing with you to the kickoff meeting as we will be discussing the details. I have also attached a kickoff meeting agenda.

Upon successful completion of the mentoring program, you will receive a certificate of completion from SHRM. For recertification purposes, participation in the mentoring program is worth 5 credits. We expect that you will make every effort to participate in all 10 group meetings held throughout the year. In the case that a personal emergency arises, please let the mentoring program director as well as your peer mentor know that you will be unable to attend the session.

PLEASE CONTACT XXXX, PROGRAM DIRECTOR, AT XXXXX WITH ANY QUESTIONS THAT YOU MAY HAVE.

B. GUEST MENTOR SESSION REMINDER

Just a reminder about our next mentoring meeting on X Date at X Time (see attached agenda). Our topic for the X Month X Date meeting is XXXXXXX.

We have two guest mentors for the evening [insert names, title, and organization]. I have attached their bios for your reading pleasure. Thank you to [insert name] for identifying [guest mentor A] and [insert name] for identifying [insert guest mentor B].

Remember to bring a resource to share with the group related to our meeting topic.

C. FINAL MENTORING MEETING REMINDER

I just wanted to remind you about our upcoming mentoring program meeting on X Date at 5:45 p.m. We'll be meeting in our usual location at XXX.

It's our last scheduled meeting which means we'll be focusing on what you accomplished this year and what your plans are going forward. The mentoring program will be evolving just as your careers are, and we'll spend some time talking about that as well.

Please remember to bring your homework assignment which is to bring a two-page way ahead for your career (a copy for me to keep!) and be prepared to share a synopsis with the group.

I've attached the meeting agenda to this message. Look forward to seeing everyone!

MENTORING PROGRAM YEAR-END EVALUATION QUESTIONS

NOVA/Dulles Mentoring Program End of Year Survey

As part of our ongoing evaluation and improvement process, the NOVA SHRM/Dulles SHRM Mentoring Program would like to learn about your experiences with the program and suggestions for improvement. The information that you provide will be used to develop “Mentoring Alumni Success Stories” for chapter newsletter articles. Please let us know if any information that you provide is sensitive in nature so that we may handle it in a confidential manner. It will take approximately 15 minutes to answer the survey questions. Please provide your response for each question below the corresponding question. Thank you for your assistance!

Name, Organization, and Job Title

General Impressions

1. What expectations did you have when you joined the mentoring program?
2. How did you benefit from participation in the mentoring program?
3. What is the best thing about the mentoring program?
4. What part of the mentoring program could be improved?

Experience with Peer Mentor

5. Tell me about your experience with your peer mentor.
6. How would you characterize your relationship?
7. How frequently did you meet with your peer mentor while participating in the mentoring program?
8. Going forward, what do you expect your relationship to be with your peer mentor?

Group Meetings

9. What did you learn from participation in the group mentoring meetings?
10. What did you find most valuable about the outside guest speakers?
11. What did you find most valuable about the participant presentations?

Professional Networking

12. How do you expect to utilize the professional networks that you gained as a result of participation in the program?
13. Do you find the listserv/email distribution list valuable for sharing knowledge, resources, and job opportunities?
14. If we created a mentoring alumni group on Face Book or Linked-in, would you be interested in joining?

Career Coaching

15. Tell me about your experience with your career coach.
16. What did you find most valuable about the coaching experience?

Career Goals

17. Did your boss encourage or recognize your participation in the mentoring program or is participation in the mentoring program part of your individual development plan? Please explain.
18. Was this program beneficial to you in clarifying and making progress towards your career goals? If so, what specific actions did you take?

Additional Feedback

19. Would you recommend the program to others? Why or why not?
20. Do you have any other comments or suggestions?

Find Other Resources About Mentoring

FIND OTHER RESOURCES ABOUT MENTORING

BOOKS

- *Power Mentoring, How Successful Mentors and Protégés Get the Most Out of Their Relationships*, Ensher, Ellen A., Murphy, Elaine, Jossey-Bass/John Wiley, 2005 (**Recommended as one of the books to be distributed as an Introduction to a Mentoring Program**)
- *Career Anchors, Discovering Your Real Values*, Schein, Edgar, Jossey-Bass/Pfeiffer, 1993
- *Coaching for Performance*, Whitmore, John, Nicholas Brealey Publishing (third edition), 2002
- *In-Action: Creating Mentoring and Coaching Programs*, Linda K. Stromei and Jack J. Phillips, (editors), ASTD 2001
- *Formal Mentoring Programs in Organizations, An Annotated Bibliography*, Douglas, Christina, Center for Creative Leadership, 1997 (includes Case Study of Sandia Labs)
- *The Eight Practices of Exceptional Companies-How Great Organizations Make the Most of Their Human Assets*, Fitz-Enz Jac, AMACOM 1997
- *The Fifth Discipline, The Art and Practice of the Learning Organization*, Senge, Peter, Doubleday, 1990
- *Making Mentoring Happen*, Lacey, Kathy, Business and Professional Publishing, 2000
- *Organizational Career Development, Benchmarks for Building a World-Class Workforce*, Thomas G. Gutteridge, Zandy B. Leibowitz, Jane E. Shore, Jossey-Bass/Pfeiffer, 1993
- *The 2000 Annual: Volume 1: Training*, H.B. Karp, "Aptitude for Becoming a Mentor Survey", Jossey-Bass/Pfeiffer, 2000
- *Winning the Talent Wars*, Tulgan, Bruce, WW. Norton and Co., 2002

ARTICLES

- ASTD "Mentoring", Kaye, Beverly and Scheef, Devon, April 2000
- Corporate Executive Board: "GE's Reverse Mentoring Program" January 2002
- Corporate Leadership Council: "Current Practices in Mentoring Programs," December 2000
- Corporate Leadership Council: "Mentoring- A Theoretical Perspective," October 1999

Find Other Resources About Mentoring

- Masteryworks Inc. "Multiple Mentors, Your Learning Advantage," Farren, Caela. 1999
- Office of Educational Research and Improvement, ERIC Clearinghouse, Kerka, Sandra, "New Perspectives on Mentoring", Digest #194, 1998
- Chief Learning Officer Magazine, "What Gets Measured, Gets Better: The Application of Learning Metrics", Lisa Rowan, May 2005
- Fast Company, "Inside Intel's Mentoring Movement", Fara Warner, April 2002, p. 116
- Fortune, "So you're a Player, Do you need a Coach?" Betsy Morris, February 2000
- Harvard Business Review, "Job Sculpting" Timothy Butler and James Waldroop September-October 1999
- HR Magazine, "Establish Positive Mentoring Relationships," Andrea C. Poe, February 2002, p. 62
- Training, "A Little Help from your Friends: (Mentoring and Job Shadowing), Barbian, Jeff, Number 39, 3, March 2002
- Training and Development, "Free Agent Learner", Caudron, Shari, August 1999
- Training and Development, "How to Create a Reservoir of Ready-Made Leaders," Byham, William C., March 2000
- Training and Development, "The Mentor as Partner," Bell, Chip R., February 2000
- Workforce Management, "Moving forward with reverse mentoring", Greengard, Samuel, March 2002
- Workforce Management, "Group Mentoring: A Cost Effective Option", Tahmincioglu, Eve, December 2004

SOCIETY FOR HUMAN RESOURCE MANAGEMENT – MENTORING TOOLKIT RESOURCES

- SHRM White Paper, 3/1/1996, Reviewed July 2002, David B. Hutchins, SPHR
- Mentoring: Everyone's a Winner, Mission Possible (Journal), 1/1/2003, Alison R. Brown, ALMEC International
- HR Magazine – February 2002: Focus on Training & Development – Establish Positive, Mentoring Relationships, Volume 47. No. 2, Andrea C. Poe
- HR Magazine – Virtual Mentoring, Vol. 51, No. 3, Donna M. Owens
- Launching a Mentor Program – SHRM White Paper, 8/1/2006, Andrea C. Poe, Revised in 2006 by Di Ann Sanchez, SPHR, Merry Lee Lison, SPHR and Joanne Webster, SPHR

Find Other Resources About Mentoring

- The Value of Mentoring – Part I, Formal and Informal Mentoring – Part II, Women in Business and Mentoring – Part III, 8/1/2004, Briefly Stated Series, Nancy R. Lockwood, MA, GPHR, SPHR, SHRM Research Department
- The Role of Age in Mentoring Relationships, 11/1/2003, SHRM Research Translations, Nancy R. Lockwood, MA, GPHR, SPHR, SHRM Research Department
- Career Development Program Toolkit, SHRM
- How can I get a mentor when my employer doesn't have a mentoring program, SHRM, 12/17/2008
- Building the Leadership Pipeline Through Mentoring, SHRM, 10/1/2008
- Mentoring: A Reflective Journey, 6/27/2008, Nancy Davis

WEBSITES

- Mentor – Be a Mentor, Start a Program, and Resources: www.mentoring.org
- National Mentoring Center: www.nwrel.org/mentoring/index/php
- International Mentoring Association: www.mentoring-association.org
- National Mentoring Month: www.nationalmentoringmonth.org
- The Mentoring Leadership and Resource Network: www.mentors.net
- Finding a Mentor: www.inc.com/guides/growth/24509.html
- Mass Mentoring – Changing lives by becoming a Mentor: www.massmentors.org
- Virginia Mentoring Partnerships: www.vamentoring.org
- Empowering the Faculty: Mentoring Redirected and Renewed: www.ntlf.com/html/lib/bib/95-3dig.htm
- National Women's Business Council – Business Mentoring: www.nwbc.gov
- Mentoring and Baby Boomers – Why Mentor? Mentoring is a strategic business imperative: http://humanresources.about.com/od/coachingmentoring/a/mentoring_boom.htm