

Dear CPHR BC & Yukon member,

You are interested in participating in our **CPHR BC & Yukon Professional Mentoring Program** but want to learn more about the program first? Great! There are so many benefits and reasons for being involved in our mentoring program, both intrinsic and extrinsic.

This Professional Mentoring Program Information & FAQ Guide will help clarify the roles and responsibilities of both mentors and protégés. Please take the time to read the contents of this document to better acquaint yourself to the commitment and activities surrounding this program.

The most successful mentoring relationship exists when both the mentor and the protégé agree to explore and learn from each other and when both partners are contributing and working to keep communication lines open, when the protégé role moves from one of a 'passive receiver' to that of an 'active partner' and the mentor from that of an 'authority' to more of a 'facilitator'. More importantly, the shift in the learning process is from one that is mentor-directed to one that is self-directed with the protégé responsible for their learning.

We hope that you will consider participating in our mentoring program as many members continue to come back year after year to give back to the profession and to enhance their own development and growth.

If you have any questions or concerns, please feel free to contact us.

CPHR British Columbia & Yukon

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Purpose of our Program:

The **CPHR BC & Yukon Professional Mentoring Program (PMP)** links two HR professionals together where one can assist the other in reaching their goals. This could be an established human resource professional with an emerging one, or two similar level HR professionals but one whom has more experience in a particular area of HR that can mentor the other. Or it could be an HR professional transitioning into a new field of interest where the mentor is able to guide them based on their experience. The PMP is intended to provide the vehicle for orienting, guiding, and supporting program participants throughout their relationship thereby resulting in the enhancement of their professional development, whether as the mentor or the protégé.

Types of Mentoring:

To truly understand the purpose of the CPHR BC & Yukon PMP, it is important to also be familiar with the definition of mentoring, the types of mentoring programs, and the various categories or functions they serve.

Mentoring

Mentoring is a special type of relationship when a trusted and experienced individual, a mentor, freely acts as an advisor, coach, guide, teacher, or role model to someone less experienced, a protégé, who is seeking such a relationship. It is an ongoing, planned partnership that focuses on helping the protégé reach specific goals they have developed, over a set period of time.

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

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

Degree of Formality

Informal mentoring is what happens naturally in our everyday relationships. Informal mentoring relationships happen on their own as opposed to being actively developed or structured with explicit goals. There are generally no expectations, regularly scheduled meetings, or sanctioning organizations.

Formal mentoring, on the other hand, happens when the relationship is structured, with clearly defined expectations, and the protégé and mentor make a connection with help or direction.

Typically, the protégé and mentor agree to meet over a specific period of time and on a regular basis. The intention of this relationship is for the protégé to grow and learn by the mentor's example, expertise, and support.

The CPHR BC & Yukon PMP is a **formal mentoring program** and is most effective when the structure, expectations, and goals are stated and understood from the outset.

Function

Educational mentoring is directly or indirectly aimed at improving the protégé's academic performance and teaching the protégé some specific information or skills.

Career mentoring, which can incorporate aspects of educational mentoring, generally assists the protégé in acquiring new skills, gain exposure to another's area of expertise and knowledge, provide guidance with the advancement through their career path, or support the protégé in the workplace.

The CPHR BC & Yukon PMP functions as a combination of both **educational and career mentoring**.

Benefits of Mentoring:

Mentoring brings value to everybody in its practice: protégé, mentors, and the organization(s) for which they work. Protégé have an opportunity to gain wisdom from someone who has travelled the path before them. Mentors have an opportunity to invest themselves in someone who seeks what they can offer.

Benefits for Protégés:

- Insight into the pros and cons of various career options and paths.
- Increase self-awareness and self-discipline.
- An expanded personal network.
- Support in the transition to a new role or location.
- A sounding board for testing ideas and plans.
- Positive and constructive feedback on professional development areas.
- Identify goals and establish a sense of direction.

Benefits for Mentors:

- Proven method to share ideas, try new skills and take risks.
- Enhanced capacity to translate values and strategies into productive actions.
- Increased awareness of personal biases, assumptions, and areas for improvement.
- Renewed enthusiasm for their role as an expert.
- Personal fulfillment from investing in others and personal growth.
- Reinforce your own study skills and knowledge of your subject.

Desired Characteristics of Mentors and Protégés:

A successful mentor is...

- **People Oriented** – one who is genuinely interested in people and has a desire to help others develop and grow.
- **Good Motivator** – needs to be able to motivate a protégé through encouraging feedback and challenging assignments.
- **Effective Teacher** – must understand skills required by the protégé's position and assist with setting goals to achieve these when needed.
- **Secure in Position** – must be confident in own career so pride for the protégé's accomplishments can be genuinely expressed and enjoys being part of protégé's success.
- **Respects Others** – one who shows respect for another's well-being and differences in opinions, values, and interests.

An ideal protégé is...

- **Eager to Learn** – one who has a strong desire to learn new skills and strives to elevate own level of expertise.
- **Able to Work as Team Player** – must be a team player and willing to contribute as much as possible to the mentoring relationship.
- **Patient** – must be willing to put in the time and effort and understand that career advancement doesn't happen overnight.
- **Risk Taker** – must be willing to move beyond tasks mastered and accept new and more challenging experiences.
- **Positive Attitude** – should not be afraid to fail, a hopeful attitude will lead to success!

"Example is not the main thing in influencing others, it is the only thing"
Albert Schweitzer

Roles and Responsibilities:

The PMP relationship is a relationship of trust, respect, and appreciation, to help you both mentor and protégé to expand, refine and build new skills. Both parties are equally responsible for actively participating in the PMP and committing to the following:

- Commit for the period of February to October (may extend if both parties agree).
- Set aside a minimum of 1 hour per month to connect with your pair or group.
- Track your interaction with each other during the program.
- Development clear goals and objectives.
- The form and frequency of the contact between mentors and proteges will vary according to each pair schedule and availability.
- Prepare for each meeting in advance, with agenda and relevant questions for discussion.
- Continue to be a CPHR BC & Yukon member in good standing throughout the program.
- Complete an evaluation survey at the completion of the program.
- Sign a mentoring agreement and confidentiality agreement to the program and submit it to mentor@cphrbc.ca.

Protégé Responsibilities

- Take the initiative and be proactive and responsible for your career development.
- Protégé must refrain from requesting jobs or internship positions from mentors.
- Initiate first contact with the Mentor (first 48hs after receiving the official matching email).
- Initiate the scheduling of regular meetings and plan an agenda in advance.
- Do not cancel meetings unexpectedly or without notice.
- Allow flexibility which meeting times and places.
- Play an active role in setting goals and communicate those to your mentor, so you both can work towards achieving your learning goals.
- Initiate discussions and communicate your interests and activities.
- Be willing to be coached and ask for and receive feedback in a non-defensive manner.
- Follow through on your commitments and the timeline.
- Attend formal training and other related events whenever possible.
- Maintain a high level of trust and professionalism.

- Respect confidentiality.
- Pass on the gift of mentoring.
- Be curious and open minded.
- Contact the Program manager (contact information on your matching email) if you are having trouble connecting with your mentor.
- It is important to build a good rapport with your mentoring pair to make this relationship successful.

Mentor Responsibilities

- Before you start your mentoring relationship, step back and ask yourself a couple questions. Examples:
 - Where you are? how did you get there? how are you doing? and what helped you to get where you are right now?
 - What are three important things you can do over the program to help your protégé?
 - What are the threats you faced and compare with the threats your protégé faces today?
- Establish a foundation for clear, open, honest two-way communication.
- Help your protégé develop an appropriate learning plan.
- Play an active role in supporting the protégés goals and define strategies for success.
- Give sound, constructive, tactful, and honest review of the protégé's progress
- Practice active listening.
- Be curious and open minded.
- Accept the protégé as a legitimate colleague with potential for high performance and promote their self-confidence.
- Provide help and serve as sounding board for issues relating to your protégé's goals.
- Set aside a minimum of one hour per month to connect with your protégé, be accessible and respond to the protégé in a timely manner.
- Attempt to understand protégé needs.
- Believe in your ability to mentor.
- Be open to learning from your protégé.

CPHR BC & Yukon Responsibilities

- The program manager and professional mentoring committee members are responsible for the matching of mentors and proteges, based on the information provided in the participant application.
- The Program Manager will advise participants via email about any important information sessions, various participant communications, and make sure every participant is aware of their roles and responsibilities.
- The program manager will send out a matching email to all program participants to introduce each pair, including contact information.
- The program manager will send out a feedback survey to determine the success of the program over the past year.
- The program manager will evaluate the survey feedback and make necessary changes to the program.
- The program manager will address any issues brought to his/her attention in a timely manner.
- The program manager and professional mentoring committee members will not re-assign mentorship partners. Guidance will be provided in rare situations.

Expectations for Mentors and Protégés:

Mentors and protégés typically enter their relationships with assumed expectations that weren't met or even discussed. Be clear about these expectations and your responsibilities from the beginning. Show respect and support for each other through individual and mutual commitment. A mentoring relationship should never be initiated with an expectation that the relationship guarantees enhanced career opportunities for the protégé.

Unreasonable Expectations Regarding Mentors

It's easy for a protégé to assume that the *mentor* will be more actively involved than the *mentor* is able. As a general guideline, the *mentor* should **not** be expected to:

- Drive the relationship or do the work for the protégé.
- Be an expert in every imaginable development area.
- Provide the protégé with personal introductions to other people unless they are comfortable and have offered to do so.

- Spend more time on the relationship than he or she is willing or able to give.
- Take the lead in the relationship, setting up all meetings and driving the protégé's career development.
- Develop a friendship with the protégé outside of the boundaries of the relationship.

Specific Tips for Protégés

- Remember that you own your development, not your mentor. It is up to you to identify objectives as well as keep the relationship focused and moving forward.
- Be prepared to ask for specific advice on your skill set, ideas, plans, and goals. The more specific you are the easier it is for your *mentor* to respond in a meaningful way.
- Be complete yet succinct in your comments and explanations
- If you get corrective feedback, don't try to defend yourself but rather ask specific questions such as "What don't you like about _____?" or "What would you do in a similar circumstance?"

Tips for Mentoring Success

1. To enhance opportunities for learning and/or networking

- Discuss how HR is conducted/practiced in the organizations you work in.
- Attend the PMP Info Session together, whether 'in person' or web based.
- Attend other CPHR BC & Yukon events together.
- If appropriate, and both parties agree, introduce your partner to your own HR network.

2. To track your progress towards your goals

- Complete the PMP Development Plan and review your goals regularly.
- Set SMART goals – specific, measurable, achievable, realistic, time specific.
- Provide regular feedback to each other and evaluate progress.
- Discuss what you have learned from each other.
- Be aware of inconsistencies – check for the difference between 'what is said' and 'what is done'.

3. To communicate effectively

- If possible, plan for your first meeting to be 'in person'.
- Complete the PMP Accountability Agreement at your first meeting to set out the 'ground rules'.
- Be open and honest at all times.
- Be considerate of each other's time and other commitments.
- Actively participate in the relationship and initiate conversations.

4. To maintain confidentiality in your relationship

- Respect the privacy of your partner.
- Discuss what, if any, boundaries there are at the outset.
- Do not disclose the details of your conversations and communications.

5. Have fun and make the mentoring relationship a positive experience!

- Share your stories of successes as well as failures- we are all human after all.
- Develop your HR jokes as you never know when they will come in handy.
- Share your mentoring experience with others to create awareness about this very valuable 'career development' strategy.

Frequently Asked Questions (FAQ's)

Do I need to be a member of CPHR BC & Yukon to participate in this program?

Yes, the Professional Mentoring Program is a members-only benefit. This program is for our members to help you at any stage in your career.

How long does the program run?

The official 'start' of the mentoring program is February to October of each year. When you apply, you are committing to participate in the program for the full 9 months.

Can I continue my mentoring relationship after the 9 months?

Yes, and we encourage it. If you both agree, you can continue for as long as you like. Be aware however, that the formal program support is only in place for the 9 months that the official program runs.

When does intake for applications open?

Online application happens once and open dates vary from year to year. Check [our website](#) for specific dates.

When does intake for applications close?

Applications are usually accepted for a period of 4 - 5 weeks. The exact deadline will differ year to year and will be included in the initial email and subsequent communication to members. Again, this information can be found on [our website](#).

Is there a charge to participate in this program?

There is no charge for mentors to participate in the program. Protégés are required to pay a small application processing fee of \$35 for general members or \$25 for student members.

Why is there a processing fee?

CPHR BC & Yukon wishes a processing fee was not necessary; however, the association believes in the value of mentoring for our members and this fee is one way to help offset administrative costs associated with processing applications along with the continued delivery of programming and resources for participants.

Is this processing fee refundable?

As this fee is related to the processing of applications at the beginning of the program, it is non-refundable. It is not related to being accepted into the program or finding a match.

I have already self-identified someone to be my mentor/protégé, can I apply to the program and ask for that person specifically?

Yes, you can. However, we only match people together if *both* parties have agreed to work together. Both the mentor and the protégé need to complete their online application and specifically request to be matched with each other. Please ensure you have also selected the same geographical region in the application.

I participated last year and both of us wish to continue our mentoring relationship again this year. Do we need to reapply?

If you wish to participate in and be communicated with about the mentoring program e-mail at mentor@cphrbc.ca to be added to the communication list. Application fee will not be required if you continue the mentoring relationship with a previous partner.

Does everyone get a match?

While every effort is made to provide all applicants with a match, CPHR BC & Yukon cannot guarantee that you will be placed in the program as this is determined by the number of program volunteers and appropriate matches in any given year.

I was matched with someone who doesn't exactly possess the qualities I had indicated on my application. Why did this happen?

We do our best to find you the best match possible given the pool of mentor candidates. Unfortunately, we can't ensure there will be a mentor who meets all of your requirements. Our aim is to find every protégé a mentor as best we can and that sometimes means that both protégés and mentors need to be flexible when it comes to expectations about their match.

What happens if I don't get matched?

We do our best to find everyone an appropriate match, but it all depends on the number of applicants each year. If we are unable to find you a match, we will notify you before the onset of the program. Things can change, however and if an appropriate match is found during the 1st month after the program starts, then we will contact you to see if you are still interested in participating. After the 1st month, if we still haven't found you a match, you will have to reapply the following intake.

Am I only able to be matched within my region?

Not always, as you can choose to keep it only online at the time of your application, however, in order to manage the large number of applicants, we use our geographical regions to match you with someone closest to 'home'. Additionally, your regional Member Relations Managers and AC leads know our members best in their own region and thus we hope this knowledge will enable us to find the best match possible for you in your region.

Can I be a mentor and a protégé?

Yes, however you must complete the online application for each position separately and be mindful of time, playing both roles require more availability.

Can I mentor more than one protégé?

Yes! We are always in need of mentors so if you can find the time to mentor more than one person, it would help us to hopefully match every protégé with a mentor.

What are the qualifications to be a mentor?

HR experience, and ability and willingness to communicate, share experience, and give constructive feedback, either you are a CPHR or not.

If I have a question about my match who do I reach out to?

You may reach out the mentoring program manager at any time. Contact information can be found at the end of this document. First, you must try your best to build a connection with your mentoring pair and make this relationship successful, as you would do on your day-to-day basis at work.

How often should I connect with my partner?

You can connect with your partner as often as you like, but it is important to connect at least once a month in order to maintain a valuable relationship. Some professionals have less discretionary time than others; therefore, their approach for staying in contact may vary (e-mail, video meetings, telephone calls, etc.). Accessibility and maintaining contact is essential for the relationship of mentor-protégé. We also recommend a minimum of 1 hour per month.

What are the requirements to meet with my partner?

Form and frequency of the contact between mentors and protégé will vary according to each pair availability. Be flexible and creative.

How and what are we going to talk about during our first meeting?

You and your partner have been provided with information on how to find one another (e-mail, telephone, LinkedIn profile, etc.). Remember, you and your partner have been matched on the basis of something you have in common. More than likely you will have similar interests. If, after the first few minutes of meeting with your protégé, you do not find much to discuss, you may want to tell him or her more about yourself, such as hobbies, organizations you volunteer for, etc.

What do I tell my partner about myself?

Your partner is probably very interested in your professional life. Share with him or her information about yourself and how you became interested in the profession, your current role in HR, or your involvement with CPHR BC & Yukon. You may share personal information at your discretion. Some people may wish to connect with you personally as a general point

of reference. If you are uncomfortable with this, however, it is imperative that you share this at the outset.

What kinds of activities can I do with my partner?

The activities will depend on both parties' availability. Most of the participants are very busy but try to schedule a social activity (coffee, networking event, CPHR BC & Yukon event) from time to time. Undoubtedly, there are activities that you engage in regardless of whether you have a mentoring partner or not. In a recent survey, many protégés wrote favorably of meeting their *mentors* for lunch or dinner. Please remember that if you decide to invite your partner to an activity you are not expected to pay for him or her. It is important to discuss boundaries and expectation early on. You are not expected to attend social gatherings of a personal nature.

What do I do if my partner shares very serious problems or confidential matters with me?

If you believe that a professional is needed, you may suggest that your partner speak to a staff member in the CPHR BC & Yukon Office who will refer them to an appropriate person for assistance. Also, be sure to tell your partner that the information discussed will not be shared with friends, family members, or colleagues.

What do I do if the relationship with my partner is not working (i.e. lack of interest)?

Remember that you must try your best to build a connection with your mentoring pair and make this relationship successful, as you would do on your day-to-day basis at work. If after a few interactions, it is clear that the relationship will not work, please contact the program manager to discuss further solutions. Matching mentors and protégés is very challenging. It may be that we will have mentor/protégé matches that just do not work. Please do so as early as possible as we may be able to re-match you with another partner.

I am a student member, and I don't have HR experience yet. Can I apply to the program?

Student members who don't have any HR experience can apply to be a protégé in our program. Student proteges without HR experience will be set up in a Group Mentoring Cohort. Group Mentoring is when one mentor is matched with up to 3 other student proteges to meet as a small cohort on a regular basis. While every effort is made to provide every applicant with a match, CPHR BC & Yukon cannot guarantee that you will be placed into the program.

Are mentors responsible for academic assistance?

CPHR BC & Yukon Professional Mentoring program is not designated for you to find academic assistance, so Mentors are not responsible for providing academic assistance.

What is the PMP Accountability Agreement & PMP Development Plan and why is it important?

The Accountability Agreement & Development Plan serves as the backbone for the mentoring relationship. It provides the framework for the scope of the relationship and acts as a contract between the mentor and protégé. You will need to discuss this agreement during your initial conversation or meeting. It serves to determine the confidentiality standards, establish the boundaries for the relationship, help you set your meeting schedule, and set out ways to monitor progress. Templates are given to all participants once accepted into the program.

How many CPD hours can I earn for participation in the PMP?

To meet CPHR BC & Yukon's continuing professional development standard, CPHR designated mentors and protégés may amass CPD hours under category 2d of the Summary of Qualifying Activities at 1 CPD hour per hour of mentoring contact to a maximum of 10 CPD hours.

How do I account for the time I have spent in the mentoring program for CPD hours?

Protégés and mentors with their CPHR designation can submit CPD hours for the time spent in the PMP. The PMP Manager can provide verification of the fact that you are a participant in the program for any given year for the purpose of CPD audit; however, you must maintain your own log of the actual time spent with your protégé or mentor. A template for a Mentoring Log can be found in the Resource Guide given to you upon acceptance into the program. You must also ensure that you and your protégé or mentor agree to the time that you have spent together.

Have more questions about the mentoring program? Please reach out to the program manager at mentor@cphrbc.ca.