

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 with 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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Table of Contents

Purpose of our Program	3
Types of Mentoring	3
Benefits of Mentoring	5
Desired Characteristics of Mentors and Protégés	5
Roles and Responsibilities	7
Expectations for Mentors and Protégés	9
Tips for Successful Mentoring	10
FAQs	12

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 who has more experience in a particular area of HR and 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 connection, 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.

A **mentor** is a 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 an individual with experience in an area the protégé is not with the desired outcome of achieving goals for growth determined by the protégé. 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 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. Protégés 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 a period of 4 months as outlined in the CPHR BC & Yukon PMP Program.
- Set aside a minimum of 1 hour per month to connect with your mentor or protege.
- Track your interaction with each other during the program using the MentorCity platform.
- The form and frequency of the contact between mentors and proteges will vary according to each pair's schedule and availability.
- Prepare for each meeting in advance, with an agenda and relevant questions for discussion.
- Continue to be a CPHR BC & Yukon member in good standing throughout the program.
- Sign a mentoring agreement and confidentiality agreement to the program provided through the MentorCity platform.
- Contact the Program manager if you are having trouble connecting with your partner.
- Maintain a high level of trust and professionalism.
- Follow through on your commitments and the timeline.

Protégé Responsibilities

- Develop clear goals and objectives to share with your mentor.
- Take the initiative and be proactive and responsible for your career development.
- Protégé must refrain from requesting jobs or internship positions from mentors.
- **Utilizing the MentorCity platform proteges will be tasked with sending and invitation to a mentor of their choice to invite them to mentor them.**
- 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 communicating 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.
- Attending formal training and other related events whenever possible.

- Respect confidentiality.
- Pass on the gift of mentoring.
- Be curious and open-minded.
- Build a good rapport with your mentor 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?
- **Utilizing the MentorCity platform mentors are tasked with accepting at least one protégé invitation of their choice that they feel will be a good fit for them to mentor.**
- **Mentors commit to replying and accepting at least one protégé of their choice in a timely manner and within the set timeline outlined by CPHR BC & Yukon's PMP program.**
- Mentors may accept up to 3 proteges to mentor.
- 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 oversees the MentorCity platform and is there to support and provide information to participants of the program.
- The program manager will advise participants of any information related to participation in the program, including information sessions, special dates and deadlines, updates, news and other resources available to participants.
- Our program is self-guided utilizing the MentorCity platform, including requesting a mentor and approving a protégé request. The program manager is not responsible for unmatched participants. Guidance will be provided to those that are unable to find themselves a match.
- 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 their attention in a timely manner.

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 mentoring 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 other CPHR BC & Yukon events together, whether 'in person' or 'virtual/online'.
- Utilize and review the resources provided on the MentorCity platform as it relates to successful mentoring.
- If appropriate, and both parties agree, introduce your partner to your own HR network.

2. To track your progress towards your goals

- Utilize the resources and tools provided on the MentorCity platform including the completion of a development plan and goals tracking.
- 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.
- At your first meeting set the ground rules and discuss and complete the mentoring agreement as provided on the MentorCity platform.
- Always be open and honest.
- Be considerate of each other's time and other commitments.
- Actively participate in relationships 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?

We will have 2 intakes per calendar year. Each program/cohort runs for 4 months. When you apply, you are committing to participate in the program for the full 4 months. You may choose to participate in one or both intakes per calendar year.

Can I continue my mentoring relationship after the 4 months?

Yes, 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 4 months that the official program runs. You can also reapply for the next intake with the same or different partner.

When does intake for applications open?

Online applications will open twice per year. Specific dates and deadlines will vary. Check [our website](#) for specific dates.

When does intake for applications close?

Applications are usually open and accepted over a 2-week period. The exact deadline will differ from year to year and will be included on our website and in various communications 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 an application 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 both a commitment by the protégé and helps to offset administrative and program resource costs. The application processing fee is not a matching fee.

Is the processing fee refundable?

As this fee is related to the processing of applications at the beginning of the program, it is non-refundable.

Why did you switch to a digital platform for the mentoring program?

CPHR BC & Yukon now has over 8000 members, and we want to be able to serve and accept any member who wishes to join the mentoring program. We also received feedback that members want the ability to be matched with someone outside their region if that is a better fit. To that end, we would not be able to grow the program allowing for the large increase in potential participants based on our membership growth and expand the ability to connect people outside of the regional geographic boundaries without the use of some technology platform.

What is self-matching and how does it work?

The MentorCity platform is set up for mentors and proteges to build a brief profile and include and answer relevant questions related to being a mentor or protégé. We heard from members that they wanted more transparency and increased autonomy when it came to a mentoring match. We selected a platform that allows members to build a profile and for proteges to then search for a mentor based on their own personal criteria. Mentors can now accept an invitation from a protégé after viewing their profile and learning more about how they may or may not be able to help a protégé with their goals. Mentors still can decide if they want to mentor just one protégé or up to three.

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. Both the mentor and the protégé need to complete their online application and then when instructed by the program manager set up their profiles in the MentorCity platform. When self-matching opens the protégé will need to search for their mentor and send them a invitation to be their mentor. The mentor then needs to accept the invitation to mentor the protégé. The mentor has 3 days to accept or decline the request. Before the request is accepted, the protégé may withdraw their request and find another mentor if they wish.

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

You are free to continue your mentoring relationship outside of the official CPHR BC & Yukon program if you wish. Only those interested in gaining access to finding a new mentor or protégé need to reapply. However, if you wish to utilize the MentorCity platform & resources you will need to reapply to the program again to gain access. As well those that participate in an official Association mentoring program can claim more CPD hours per year than those outside the program. See our [Summary of Qualifying Activities](#).

I am a student member. Can I apply to the program?

While our mentoring program is primarily aimed at supporting working HR professionals, we believe that mentoring the next generation of leaders is important too. We allow any member

to apply to the program including student members. Some student members may be undergrad students with no experience at all or some of our student members are doing their MBAs and have several years of experience. The new MentorCity platform is set up to focus on the individual as a whole and not your membership status with CPHR BC & Yukon. As a student member it is up to you to decide if your personal situation and background are best suited for you to be a protégé or a mentor (or both!). Mentors will have the ability to review your whole profile to decide if they have the skills and background to help you reach your goals.

We do, however, encourage anyone and especially full-time students who do apply to be a protégé to really think about and fully understand the commitment required to participate in the PMP. Our mentors are busy professionals and give their time generously. Student life and commitment to studies can sometimes interfere with the best of intentions to be committed to participating in the mentoring program. If you apply to the program, be sure you can meet the commitment to meet with your mentor. If unsure we recommend you wait until after graduation.

Will every protégé find a mentor?

As always, CPHR BC & Yukon will be encouraging as many mentors to apply and participate as possible. However, we cannot guarantee that every protégé will find a mentor or that the mentor you have identified and invited will accept your invitation. Each intake/cohort will differ, and it will depend on several factors including how many mentors and proteges apply, if a mentor will accept more than one protégé and whether the mentors have the right skill set that a protégé is looking for. We encourage proteges to be open to a variety of mentors and not limit their requirements too much (i.e. only meeting in person), to open the pool of potential mentors to consider.

What happens if the mentor I sent a request to doesn't reply to me?

CPHR BC & Yukon is not responsible for ensuring that the match request sent is accepted. If a mentor does not accept your invitation, move on, and find your next best match and send them an invitation. Mentors have 3 days to accept an invitation. If you have not heard back from a mentor after that time frame you should withdraw your request and send an invitation to someone new. You can only have one invitation out to a mentor at a time.

I'm a mentor and I have received several requests from potential proteges. What do I do?

As a mentor you can review the invitations sent to you and decide who you feel you could support the best. You have 3 days to accept an invitation. During that time a protégé can't send another invitation out to a new mentor, so if you know you can't assist someone you should advise as soon as possible, so they may send an invitation to a new potential mentor.

What if I am unable to find a mentor within the window/deadline?

The program manager will know if a participant hasn't been matched in the MentorCity platform. They will reach out to any unmatched proteges after the close of the matching window/deadline with next steps. You may have to wait until the next intake to find an appropriate mentor.

Previously we were only matched within the region we lived. Is that still the case?

No! Now you have access to mentors and proteges from all over the province, territory and potentially with some National & International members. With the MentorCity platform, and self-matching you can choose how close or how far away you want your potential match to be. Or you can focus on finding the mentor with the best match for your goals and they may be geographically close or further away. You should then be prepared to have your mentoring sessions fully virtual if you aren't able to meet in person.

Can I be both a mentor and a protégé?

Yes, and we encourage you to be both if you can! To apply for both a protégé and mentoring position, you must purchase the 'mentor and protégé' application in our online store. Once you get access to the MentorCity platform you will only complete one profile however you will have to answer both mentor related questions and protégé related application questions.

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 (to a maximum of three), it would help us to hopefully match every protégé with a mentor. On your MentorCity mentor profile you will be able to select how many proteges you are willing to mentor.

What are the qualifications to be a mentor?

It's not only senior HR professionals that can be mentors. Even if you have only been working for 3 years you may be a great mentor for a student! HR experience, and ability and willingness to communicate, share experience, and give constructive feedback, whether you are a CPHR or not.

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 for at least 1 hour to maintain a valuable relationship. Some professionals have less discretionary time than others; therefore, their approach to staying in contact may vary (e-mail, video meetings, telephone calls, etc.). Accessibility and maintaining contact is essential for the relationship of mentor-protégé.

What are the requirements to meet with my partner?

The form and frequency of meetings between mentors and protégés will vary according to each pair. Be flexible and creative. You can meet virtually or in person or a combo of both. We leave that up to you as a participant to decide what works best for you and your match.

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

You and your partner are now linked via MentorCity and you may utilize this platform for sending messages, setting up meetings and even hosting virtual sessions. You may however decide to share other contact information with each other (e-mail, telephone, LinkedIn profile, etc.). At your first meeting you introduce yourselves and tell each other a little more about your background etc. (see next question). You should then discuss and review the Mentoring Agreement as well as review your goals as a protégé together so you can put a plan in place to achieve your goals.

What do I tell my partner about myself?

Your partner is probably very interested in your professional life. Share with them 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 them. It is important to discuss boundaries and expectations early on. You are not expected to attend social gatherings of a personal nature.

I have a concern about my mentor or protégé who do I reach out to?

You may reach out to the mentoring program manager at any time at mentor@cphrbc.ca. However, you must try your best to build a connection with your match and make this relationship successful, as you would do on your day-to-day basis at work. If something has come up that you haven't talked to your match with we will ask that you do that first before approaching the program manager. I

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 the program manager 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. CPHR BC & Yukon staff commit to confidentiality in all personal matters related to our members.

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 mentor or protege 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 and next steps. Only our program manager will be able to officially 'end' your relationship on the MentorCity platform.

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

The Mentoring 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 and utilizing the MentorCity platform you can review, save and share this document with your match. It serves to determine confidentiality standards, establish the boundaries for the relationship, help you set your meeting schedule, and set out ways to monitor progress.

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 for per year.

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. By utilizing the MentorCity platform for booking, planning, and holding online meetings those hours will be tallied in the platform for your reference. 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.