



# WiM-Virginia Mentoring Program DRAFT



**Version:** 10/12/20

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# Mission Statement

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The mission of the WiM-Virginia Chapter Mentoring Program is to help develop our members by providing them with the knowledge and leadership skills that will empower them to realize their full potential. By facilitating mentoring relationships, providing opportunities for reflection and self-examination, and teaching practical leadership skills, the program helps women in industry strengthen their self-confidence, find their voice, learn to wield influence and exercise authority, and articulate and pursue leadership goals.

## Program Objectives

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The following Goals are the cornerstone of the mentorship program:

- Help participants identify and achieve career development and personal growth goals
- Support building a bench of future women leaders
- Foster higher levels of engagement and career vision
- Equip participants with the tools necessary to perform to their highest capabilities
- Create opportunities to meet and partner with others of different job titles and cultural boundaries
- Help to expand an individual's network
- Create a culture that sees mentorship as an effective way of developing individuals.

# Guiding Principles

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All program participants and administrators acknowledge the following as core tenets and values that are to be upheld in all circumstances:

- **Honesty:** If you expect your mentor to help you, then you must be prepared to build a very open and honest relationship with him or her. The more you give to your mentor, the more you will receive in return.
- **Trust:** This is the cornerstone for establishing and maintaining your mentoring relationship. The mentor and mentee should be able to trust each other and prove worthy of being trusted.
- **Integrity:** Good factual information is the foundation of your success. You both must insist on exchanging information openly.
- **Respect:** All interactions will be conducted in a kind and courteous manner.
- **Due Care:** The mentor, as a reasonable person, will always endeavor to provide to the mentee the best advice possible under the circumstances.
- **Recognition of Access Limitations and Personal Boundaries:** Take the time to talk frankly about what each of you expect to give and take in terms of time, as it will vary from relationship to relationship. Also, make sure that you are on the same page about how you prefer to interact and the boundaries you wish to establish.
- **Genuine Interest:** Both parties express a sincere interest in continuous self-development.
- **Reciprocal Relationship:** - It is expected that Mentor and Mentee should learn from each other.
- **Synergy:** Effective Mentoring requires teamwork and commitment of both parties.
- **Confidentiality:** All information shared between the Mentee and Mentor, or with the Mentoring Program Committee, is confidential with the exception of information regarding: 1) injury or potential injury to one's self or others; 2) child abuse; 3) breach of laws or 4) other situations that pose a danger to the general public, which may obligate a mentor or mentee to act on or relay to appropriate authorities.
- **Heighten Potential:** The Mentoring relationship should inspire new possibilities and seek opportunities to stretch and grow.
- **Patience:** It is recognized that personal growth takes time and that changing behavior is hard work.

Lastly, to ensure that participants have a clear and consistent understanding of the Mentorship program we make explicit what behavior and goals are considered contradictory to the program objectives:

- Program participation is not a means to enhance your professional network or have your network enhanced by using your mentors contacts
- Mentoring is not about job seeking thru your Mentor.
- Mentoring is not about life coaching. The goals of the Mentoring relationship are bounded by the Mentor/Mentee agreement unless explicitly agreed upon by both parties.

# Operating Guidelines

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The WiM-Virginia Mentoring Program is a 10 month (January – October) one-on-one formal mentoring program built on the following key operating principles:

1. Mentors are selected based on their experience, professional accomplishments, and enthusiasm to participate in the program by submitting a **Mentor Survey**.
2. Mentees are selected by the Mentoring Committee through an application process (**Mentee Application Form**), primarily on the ability to match them with a Mentor and successfully achieve their goals.
3. Mentors and Mentees are to be matched by the Mentoring Committee in a process that includes application documents review, possible telephone interview, and Mentor consultation. The basis for a Mentee/Mentor pairing is the Mentee's intended or desired career interests, challenges, and related skill and experience requirements. Mentors are selected to match Mentees' goals and requirements.
4. Participation is voluntary and driven by the Mentee. The program operates on the philosophy of personal motivation and discipline.
5. The Mentorship runs the program year or portions agreed upon. It is extended only at the agreement of both Mentor and Mentee.
6. Mutual expectations and benefits are defined and 'agreed upon' in the **Mentor/Mentee Agreement** by the Mentee and Mentor at the outset of the relationship.
7. The Mentee and Mentor set the content of their ongoing agenda by setting goals, action plan and means of capturing progress as outlined in the **Mentor Meeting Toolkit**.
8. Feedback by the Mentee and Mentor provided to the Mentoring Program Committee is an integral part of the program. The effectiveness and success of the program will be monitored and assessed to ensure that the program provides value to the Mentee, the Mentor, and WiM-Virginia Chapter through a **Mid-Point Evaluation Form** and **Final Summary Report Form**.
9. Feedback and self-reflection are important components of the learning and development process of the program for both Mentee and Mentors.
10. A commitment of time to the relationship by both the Mentee and the Mentor is critical. It is expected that Mentors and Mentee will meet at least once a month, on average. Any additional time is determined by each partnership.
11. The quality of communication will be enhanced by increased face-to-face time. It is recommended, but not required, that Mentor and Mentee meet in-person at least every 3 months. Mentors and mentees are strongly encouraged to arrange their first interaction to be face-to-face, to use that time to set clear objectives for the relationship, and to establish expectations on the frequency and type of interaction based on those objectives. Video conferencing is also encouraged to whatever degree possible.

In support of the Mission, the following objectives are to be recognized and accomplished:

- A. Provide a one-on-one formal Mentoring program that integrates Best Practices with the highest ethical and professional standards and that fulfills the goals of its participants.
- B. Effectively communicate the Mentoring Program goals, structure, and operations to the WiM-Virginia Leadership Council.
- C. Recruit the most experienced, professionally accomplished, and effective Mentors possible.
- D. Solicit and incorporate advice from experienced Mentors and program administrators.
- E. Integrate key learnings from each program participant into subsequent deliveries.
- F. Select Mentees based on the ability to fulfill their goals within the program, their application, their perceived enthusiasm for the program, and the ability to match them with a suitable Mentor.
- G. Provide the means for feedback both during and after the Mentoring engagement to assess ongoing progress and gain insight for future programs.
- H. In recognition that all participation is voluntary and in addition to participant's other responsibilities, time demands on participants are to be kept to a minimum.

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# Success Factors

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Success will be indicated by following criteria:

- Positive feedback by program participants with respect to leadership growth and professional development.
- The ability of participants to achieve desired goals captured through **Mid-Year Evaluation Form** and **Final Summary Report Form**.
- Positive feedback by participants with regard to program structure and efficacy.
- The willingness of Mentees to recommend the program to others.
- Consistently strong, and/or growing number of Mentoring Program applications.

The following activities will be carried out in support of achieving the Success Factors above:

- Periodic email reminders from the Mentoring Committee to participants regarding expectations and progress.
- Review program outline, expectations and deliverables at initial meeting. Submit a **Mentor/Mentee Agreement** after first meeting has been conducted.
- Establish goals, action plan, meeting schedule and method of tracking progress to help with mid-year reporting.
- Submission of **Mid-Point Evaluation Form** to inform Mentoring Committee of program progress.
- The submission by participants and subsequent review by the Mentoring Program Committee of a **Final Mentor/Mentee Summary Report Form**.

# Governance

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To realize the Vision and Mission of the WiM-Virginia Mentoring Program and to accomplish its objective, the following describes the means by which the WiM-Virginia Chapter will establish and conduct the Mentoring Program:

- The Mentoring Program will be ultimately supervised by the WiM-Virginia Leadership Council with oversight from the VMA BOD.
- A Mentoring Program Committee will be formed to establish and administer the program to include the following activities:
  - Create Mentor/Mentee pairings based on compatibility from the application forms or targeted matches
  - Conduct orientation sessions with both Mentors and Mentees prior to first meetings
  - Conduct planned group activities as needed, send monthly meeting reminders and “conversation starters”
  - Request/evaluate mid-year or mid-point evaluation forms and take action as needed
  - Request Mentor/Mentee Final Summary Reports
  - Conduct a completion (graduation) ceremony
  - Other activities as needed
  - Conduct post program review to gain insights from its execution, and refine future plans
- Full implementation of the program in 2021

# Mentor/Mentee Roles and Responsibilities

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The following is an elaboration of the Mentoring Committee's expectations regarding the interaction, deliverables, and relationship between Mentors and Mentees.

## *Common Responsibilities*

Both Mentors and Mentees are expected to fulfill the following expectations:

- Conformance with the Mentoring Program guidelines in all circumstances and interactions
- The communication between the Mentor and Mentee adds up to at least one hour a month and is frequent enough for both parties.
- Meetings and telephone sessions will be conducted in a mutually convenient venue that is quiet and otherwise free from distraction and interruption.
- Other than administrative matters such as scheduling and coordinating interaction, no contact beyond the established agreement between parties should occur without the other party's permission.
- All information shared between the Mentee and Mentor is confidential with the exception of information regarding: 1) injury or potential injury to one's self or others; 2) child abuse; 3) breach of laws or 4) other situations that pose a danger to the general public, which may obligate a mentor or mentee to act on or relay to appropriate authorities.
- Participants must be willing to sign a Non-Disclosure Agreement if the other party feels it is necessary or appropriate.
- If there are issues on the part of the Mentor or Mentee that are not able to be resolved, these are to be immediately brought to the attention of the Mentoring Program Committee.
- The Mentee or Mentor may terminate the Mentoring relationship by notifying in writing the Mentoring Committee and explaining the reason for early termination.

## *At the First Meeting*

- You and your Mentor discuss and agree regarding the "fitness of the match" between you, and contact the Mentoring Program Committee if you feel a mismatch exists.
- You and your Mentor should establish a meeting schedule.
- You and your Mentor will review program outline, expectations and deliverables.
- Submit a **Mentor/Mentee Agreement** after first meeting has been conducted.

## *At Each Meeting*

- You and your Mentor are clear on why you're together and the reasons you're meeting. You've discussed and agreed upon what you'll work on, and you'll recognize when you've met your purpose.
- Be prepared for each session. Respect one another's time and commitment to the effort.

- Communicate any concerns with respect to the relationship and progress to the Mentoring Committee as soon as possible.

#### ***At the Final Meeting***

- Prepare and submit an individual **Final Summary Report Form** at the conclusion of the program. The purpose is simply to provide insight as to how effectively the goals originally agreed upon between the Mentee and Mentor were achieved. Provide your opinion and insights as to how the program can be improved. The content of this report should not breach the confidential nature of the Mentor/Mentee relationship.

### ***Mentor Responsibilities***

In addition to the Common Responsibilities, Mentors are expected to fulfill the following expectations:

- Review Mentee resume and Application prior to the first meeting
- Jointly develop a strategy that will lead to goal attainment
- Seek First to Understand. Listen carefully to Mentee's goals, issues, obstacles, and feedback
- Welcome and keep in confidence the information your Mentee shares. Your Mentee knows she can count on you to be honest, safe and follow through on your promises.
- Offer ongoing practical advice relevant to Mentee goals
- Suggest exercises, reading, and general advice relevant to Mentee goals
- Monitor and discuss Mentee's follow-through on the specific advice and counsel provided

### ***Mentor Qualifications***

Mentors should have the following minimum qualifications:

- Minimum of 5 years' experience in manufacturing industry
- Meet the time commitment outlined in the program document
- Currently hold a manager/supervisor or leadership equivalent role
- Have approval from their company to participate

### ***Mentee Responsibilities***

In addition to the Common Responsibilities, Mentees are expected to fulfill the following expectations:

#### ***At the First Meeting***

- Agree to communicate in the ways (in person, phone, text messaging, email, mail) you both prefer. Establish common expectations regarding your responsiveness to communications. Meet those expectations.

#### ***At Each Meeting***

- Be prepared to discuss your ongoing activities relevant to stated goals
- Be frank and forthright in your interactions with your Mentor. Do your best to communicate your needs, expectations, and challenges.

- Welcome and keep in confidence the information your Mentor shares with you. Your Mentor knows she can count on you to be honest and to follow through on your promises.
- Be responsible for scheduling future sessions (scheduling at least 3 months out is highly recommended by the Mentoring Program Committee)
- Express your appreciation for constructive criticism and corrective feedback, and use the information to reinforce your efforts. Take steps to apply constructive feedback as soon as possible.
- Be prepared to provide your Mentor with positive feedback about his/her Mentoring and other things he/she has shared.
- Make every attempt to embrace and internalize the advice and feedback you receive.
- Discuss relevant successes in your meetings.
- Communicate any difficulties you are having in implementing the changes you seek, and discuss challenges and potential alternative tactics.

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# Mentor Guidelines

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Your commitment and dedication to your Mentee may be the most profound opportunity that you may experience. The quality of the relationship you build directly influences the life and future of the participant. Please exert every effort to maintain professional standards, improve your Mentoring skills, and exercise good judgment when engaged in any activity involving your Mentee. Your role in the relationship is complex and includes that of:

- Positive Role Model
- Coach
- Trusted Advisor
- Self-esteem Builder
- Career Counselor
- Advocate

The following is provided as basic guidance for new Mentors. It should be read carefully and reviewed periodically to ensure its lessons remain fresh:

- At the initial stages of the engagement, it is possible your Mentee may appear to be hesitant, unresponsive, and perhaps even unappreciative of the relationship. This “guarded” attitude is often simply a manifestation of her insecurity about the relationship. The Mentee’s attitude will gradually take a positive turn as she realizes your sincerity about your role. BE PATIENT! Attempting to speed up the process by going out of your way to accommodate your Mentee, or seeing your Mentee more often than agreed, sets poor precedent and can be a mistake.
- Remember the Mentor/Mentee relationship has a “startup” phase during which the Mentee is more interested in getting to know how “real you are” and building trust. Early activities should include establishing communication preferences and meeting locations. Ground rules regarding contact should also be re-affirmed.
- Experience demonstrates it is counterproductive to assume roles other than a dependable, consistent advisor. Present information carefully without distortion and give all points of view a fair hearing. Listen carefully and offer possible solutions without passing judgment. Don’t criticize or preach. Think of ways to problem solve together rather than lecturing or telling the Mentee what to do. Maintain the focus on productive future actions rather than past mistakes.
- Respect your Mentee’s individuality and influence them through constructive feedback. The Mentor empowers the Mentee to make “right” decisions indirectly --without actually deciding for the Mentee. Identify the Mentee’s interests and take them seriously. Be alert for opportunities and “teachable moments.” Explore both the positive and negative potential consequences of decisions.
- Use the “Mentor Toolkit” and resources to help plan your first meeting.

# Remediation Process Guidelines

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Although every reasonable effort will be made to match Mentors and Mentees to achieve the best possible outcome, there remains the possibility of mismatch. In recognition of this potential, the Mentoring Committee will review requests from either party for re-matching as necessary, although no guarantees can be made regarding a successful rematch. Request for remediation should be made within the first three months of the engagement to allow sufficient time to secure a new Mentor and not jeopardize a successful outcome. Please email the Mentoring Program Committee to discuss possible remediation.

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# Program Documents & Resources

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The following documents have been created to help facilitate this program.

## Enrollment Documents

- Mentor Survey
- Mentee Application Form
- *Create Application for existing Mentor/Mentee pairings to enroll in program*

## Program Documents

- Mentor/Mentee Agreement
- Mid-Point Evaluation Form
- Program Participant Final Summary Report

## Resources

- Mentor Toolkit & Resources
- MSI/WiM-Virginia Virtual Learning Center – *under development*
- [WiM Monthly Virtual Learning Series](#)

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# Program Timeline

Year	Month	Activity/Milestone	Description
2020	Oct	Present to VMA BOD	Review program outline with VMA Board of Directors.
	Oct	Organize Mentoring Committee	Members of this committee have already been identified. The first group meeting will take place in Oct to review expectations and determine next steps.
	Nov	2021 Open Enrollment	Begin taking applications for 2021 Program.
	Dec	Close Enrollment	Close enrollment and begin matching process.
2021	Jan	Matches Announced	All applicants will be notified about program acceptance.
	Feb	Program Begins & Group Orientation	The Mentoring Committee will schedule a group orientation session – programing TBD.
	Mar	Mentee/Mentor Agreements Due	Both the Mentee and Mentor must sign and submit an agreement to the Mentoring Committee at the end of their first meeting as well as establish goals and deliverables as outlined in the Mentor Meeting Toolkit.
	June	Mid-year Assessments Due	Individual Mid-year assessments must be submitted to the Mentoring Committee.
	Oct	Final Reports Due	Individual Final Reports must be submitted to the Mentoring Committee.
	Nov	Program Concludes	Participants will be recognized at the WiM Leadership Conference in November.
	Dec	Program Final Assessment	Mentoring Committee will assess program, make changes as needed and open enrollment for 2022.