

# **WORKPLACE ABORIGINAL MENTORSHIP PROGRAM**

**Part of the Connecting Aboriginals to Manufacturing  
(CAM) initiative**

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# Community Mentorship Program Mentor Recruitment and Screening Plan

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## **Selecting Mentors**

Good mentors reinforce rapport at each meeting. They hold back from giving their own experience until the participant gets to fully explore the issues. Here are some other key behaviours of good mentors.

### **Listening**

Effective mentors spend less than 20% of session time talking. They recognize the importance of helping the participant work things through on their own so that they too can come up with ideas and thoughts.

### **Respect**

Respect is based on recognition of the value of the other person's intellect, values and experience. Along with respect for each other is respect for oneself so that each person can question, be questioned and have confidence in their ability to bring about change.

### **Setting goals**

Mentors and participants need to have a clear understanding of the participant's objectives. Among the skills of setting clear goals are exploring commitment and "chunking" big objectives into smaller, more achievable steps.

### **Challenging**

More than in almost any other environment, the mentoring relationship is one that allows both the participant and the mentor to question each other's assumptions. In many cases, the challenge is what makes the mentoring relationship for both the participant and the mentor.

### **Commitment to learning**

Mentors must be chosen because they see the relationship as a chance to develop their own skills and acquire new understandings. As research by Truls Engstrom has shown, altruism is not sufficient as a motivator for a mentor.

### **Reflection/preparation**

One of the main reasons mentoring relationships fail is that one or both parties don't take the time to plan before a meeting or to think through after the meeting. Mentors should prepare for meetings by identifying facts about an issue, setting goals for the conversation, and preparing some examples that illustrate the situation. The mentor should spend time ahead of the meeting, thinking "how can I help?" and after the meeting, "how did I help?"

## What should you look for in a Mentor?

When you are considering becoming a mentor, think about the following qualifications of mentors and what to look for in a mentor.

WHAT THE MENTOR NEEDS...	WHAT TO LOOK FOR...
Strong interpersonal skills	Any time absent from class not pre-approved.
Organizational knowledge	A time absent from class due to illness.
Personal confidence and charisma	A person whose opinions and ideas are sought by others in the organization
Ability to share credit	A person with a team attitude
Patience and risk-taking	A person with a "give-it-a-try attitude"

## What is expected of you as a mentor?

As a mentor, your role is to:

- Act as a source of information on the mission and goals of the organization
- Offer insight into the organization's philosophy of HR development
- Tutor special skills, effective behaviour, and how to function in the organization
- Give feedback and challenge the participant
- Coach activities that add to the participant's experience and skill development
- Serve as a confidant
- Assist the participant in planning a career path

## What can you expect of the CAM participant?

The participants have had some experiences with their community mentors, so they should have some of the characteristics of mentoring participants. Part of your role will be to develop these characteristics in the participants. These characteristics include:

- A willingness to assume responsibility for his/her own growth and development
- An assessed and self-perceived growth potential
- The ability to perform in more than one skill area
- The desire to seek challenging assignments and new responsibilities
- An openness to feedback and coaching

## What are the characteristics of a successful mentor?

Successful mentors have many characteristics. You may or may not have all of these, but it is important to keep them in mind as you grow and develop your skills as a mentor.

### Successful mentors need to:

- Be accessible - make time and interaction with participants a priority
- Use storytelling as a means of imparting wisdom
- Study and learn about your participants
- Identify and label participants talents and strengths and then communicate these insights to them
- Set high expectations and communicate them clearly
- Model the excellence you expect
- Seek opportunities to offer support, praise and encouragement
- Be genuine, consistent, warm, and accepting
- Be open to discussing and exploring participant concerns and difficulties
- Challenge participants with demanding assignments tailored to their abilities and performance thresholds
- Model innovation and creative excitement
- Confront self-defeating, unprofessional or career-inhibiting behaviour
- Quickly address unethical, unprofessional, and illegal behaviour
- Socialize by teaching what, how, and whom of the organization
- Attend carefully to your participants small gains and important milestones
- Narrate your observations of development and achievement
- Disclose relevant and important personal experiences as a means of teaching, reassuring and connecting with participants
- Model humility and self-exploration
- Accept and encourage gradually increasing friendship

## What can you expect from the Mentor Training Program?

The mentor-training program will cover the following topics as they relate to mentoring:

- Human motivation needs
- Values in different cultures
- Roles in mentoring
- Planning performance (setting objectives, creating individual action plans, developing learning plans)
- Appraising performance
- Giving feedback and coaching
- Modeling
- Delegating
- Motivating
- Program reporting and documentation requirements

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## Matching Strategy

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Below is a suggested matching process:

**First:** Match the participant to the best occupation based on his/her skills, experience, and current goals.

**Second:** Organize a meet and greet at each workplace where the workplace mentors and participants (new hires) can meet each other and share some stories and their interests. They should also talk about their career experiences and interests and current occupation.

**Third:** Have the participants and mentors select first and second choices for matches.

**Fourth:** Review the first and second choices from mentors and participants. Confirm selected matches. Use the mentor recruitment forms for any match-ups that are outside the first and second choices. Confirm that no conflicts exist in terms of reporting structures.

**Fifth:** Meet the mentor and participant and review the forms and agreements. Have them sign all required forms and give copies to each.

**Finally:** Be sure to schedule periodic reviews or evaluations of the relationship and the program.

While the CAM program is limited in its flexibility when it comes to the matching process it follows, here are some findings from the research on matching in mentoring relationships. They can be shared with the mentors and participants during the meet and greet events.

- Matches based on work styles relate to more help from the mentor in meeting the participant's goals
- Matches based on non-work interests or values related to favourable program evaluations, higher relationship quality and more help from mentor in meeting participants goals
- Matches based on personality had more favourable evaluations and higher relationship quality
- Matches based on backgrounds or demographics were not related to outcome or effectiveness of the program

(Designing Workplace Mentoring Programs: An Evidence-Based Approach by Tammy Allen, Lisa Finkelstein and Mark Poteet)

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## Mentoring Orientation and Program Guidelines

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The orientation program is designed for both the mentors and the participants. While the mentors are required to complete 4 half-days of training, the participants must also complete the workplace mentoring orientation.

### **Time commitments**

During the first two-four weeks of the relationship, it is expected that the mentor and participant will spend at least 30 minutes together each day. After the first couple of weeks, the time together becomes more flexible; however 1-2 hours per week is the minimum they should spend together. They are both responsible for indicating times that work for those meetings and for committing to that time together. Beyond the work placement, the mentorship continues, with the mentor and participant meeting approximately one hour each week.

Continued >

## ***Types of activity***

During meetings and time together, the mentor and participant will work on learning plans, individual development plan, and as time goes on, through suggested topics. It is critical that meetings are planned in advance so both parties can prepare for the meeting.

## ***Reporting requirements***

The mentor and the participant are both welcome to submit reports to CAM about the success and challenges with the mentoring portion of the work-placement. The mentors are required to submit monthly reports about the progress they have made. These reports must include a summary of the activities, the milestones or goals that have been met, and any copies of development plans.

## ***Importance of the mentoring agreement***

The mentoring agreement that the two parties sign outlines expectations and is a critical activity in the relationship. Not only is the content important, but the act of signing it together symbolizes the commitment that both are making to the relationship.

## **Role of the Mentor**

As a mentor, your role is to:

- Act as a source of information on the mission and goals of the organization
- Offer insight into the organization's philosophy of HR development
- Tutor special skills, effective behaviour, and how to function in the organization
- Give feedback and challenge the participant
- Coach activities that add to the participant's experience and skill development
- Serve as a confidant
- Assist the participant in planning a career path

## **Role of the Participant**

The participants have had some experiences with their community mentors, so they should have some of the characteristics of mentoring participants. Part of your role will be to develop these characteristics in the participants. These characteristics include:

- A willingness to assume responsibility for his/her own growth and development
- An assessed and self-perceived growth potential
- The ability to perform in more than one skill area
- The desire to seek challenging assignments and new responsibilities
- An openness to feedback and coaching

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## Orientation of Participants - Outline

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During the orientation of the participants, CAM along with the workplace, must cover the following points:

- Review the mission and goals of the manufacturing organization [Workplace]
- Explain the importance and benefits of mentoring programs for the mentor and the organization. For the mentor, they get to experience personal growth and to enhance their career. For the organization, they can reduce employee turnover, enhance attraction and recruitment, and increase organizational learning.
- Review and define the mentoring process [CAM]
  - Mentoring is the process of two people working together where the mentor acts as a coach, sponsor, protect, accept, confirm, model, and challenge.
  - The mentor is not the all-knowing one who gives information. The mentor listens and challenges and lets the participant find his/her own way by guiding, supporting, confirming and coaching.
- Explain career planning
  - Review sample career plans that they will work through with the mentor. [Workplace]
- Review career paths and potential within the organization and within manufacturing in general [Workplace]
- Discuss other development activities available in the organization [Workplace]
- Review the contents and the importance of the mentoring agreement [CAM]
- Review the role of the individual development plan and learning plan [CAM and Workplace – see forms and documents section]

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## Mentor Training Program - Outline

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Below is an outline of what is expected of the Mentor Training Program

Self-assessment of generic career and life skills

Review human motivation needs

Discussion of values in different cultures (Aboriginal, Eastern, etc)

Review of roles in mentoring (mentor, participant and coordinator); discuss boundaries

Document personal values, needs, and interests

Review activities within mentoring

- motivating
- supporting
- teaching
- counselling
- promoting
- protecting

Feedback – the essentials of giving feedback (techniques and principles)

Coaching skills

Assisting participant with career planning

Negotiating and other challenging conversations

Review reporting, documentation, etc (i.e. individual development plan)

Scenarios of how to get started

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## Coordinator Role

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A coordinator is responsible for maintaining the process and to support the relationships. Here is an overview of the role of the CAM Mentoring coordinator:

### Role of the coordinator

- Set goals
- Screen potential mentors
- Keep records
  - Keep all data collected from participants and potential mentors (Both electronically and paper)
  - Track and record meetings, participation, etc
  - Log and record calls and issues/feedback from participants and mentors
- Participate in setting up matching events; assist with the matching process between mentors with participants
- Conduct or coordinate orientation programs
- Manage signing of the mentor/participant agreement
- Track and check in on the relationship (mentor, participants, and organizations)
- Organize meetings; conduct meetings between participants; mentors; and mentors and participants
- Gather program evaluations from participants and mentors

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## Support Activities

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Support of both the participants and mentors is critical to the success of the program. To ensure continued support, the program should offer events, either online or face-to-face, for the mentors and participants on topics such as:

- Time management
- Leadership development
- Leveraging diversity
- Strategic thinking
- Decision-making
- Guest speakers
- Career progression
- Trends and influences of technology
- Work/life balance
- Accountability
- Conflict management
- Customer service
- Networking events
- Career development seminars
- Networking

It is critical that all mentors, workplaces and participants have one key contact through CAM. This person needs to be available for questions, concerns and general support.

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## Formal Mentoring Wrap-up Evaluation

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### 6-month mentoring progress report *(one for participant and one for mentor)*

1. Overall, how satisfied were you with the mentoring relationship?

Not satisfied                      satisfied                      fairly satisfied                      very satisfied

2. How useful was the mentoring relationship?

Not useful                      somewhat useful                      very useful                      very useful

3. How much closer are you to achieving your goals?

Not closer at all                      a bit closer                      a lot closer                      I have met my goals

4. Please use the space below to provide comments about your relationship. Tell us what worked well and what needs to be improved.

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### 1-year program evaluation

This evaluation should be completed by CAM, answering the following questions:

What were the goals of the mentoring relationship?

Were the goals met?

How many times did the mentor/participant pair meet?

What were some obstacles that prevented you from accomplishing the goals?

How suitable was your match? (Response scale...excellent, good, poor, not sure, with explanation)

What have you learned so far from the mentoring program?

Is there any part of the mentoring program you would like to see improved? If yes, which part and provide an explanation.

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## Forms and Worksheets

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The following section contains all of the program forms and worksheets. Each form indicates which roles need to complete the form. The forms included are:

- Mentor Recruitment Form
- The Mentoring Agreement
- Program Support and Workplace Scan
- Confidentiality Agreement
- Mentor Commitment Form
- Participant Agreement Form
- First Meeting ideas
- Suggested Topics list
- Mentoring Meeting Notes
- Individual Development Plan
- Learning Plan

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# Mentor Recruitment Form

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First Name

Last Name

Connecting Aboriginals to Manufacturing program provides training, supports and resources created specifically for Aboriginal people who are looking for long-term employment in the manufacturing industry. As the workplace mentor, you will work hand in hand with the participant to nurture, protect, and promote balance within families and individuals. If you are selected as a mentor, you will be provided training.

You can be a great mentor and help someone change his or her life. So, what are the benefits of mentoring? Here are just a few...

1. You will learn about other people as well as develop your own skills and understanding about yourself.
2. You are doing something good for others, which in turn will make you feel good.
3. You will ensure the workplace is involved in helping its employees achieve their goals.

So sign up today to become a workplace mentor in the CAM program. Answer the following questions with as much detail as possible.

Current Location/Position:

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Education:

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Experience:

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Why are you interested in the role of mentor?

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What type of mentoring relationship do you want? For example, a close one where you are talking to each other almost daily, or one where you provide email support and have occasional meetings?

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What specific skills and experiences are you willing to transfer during the mentoring relationship?

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Please describe how much time you have each day and week for mentoring activities.

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What constraints do you need to work around (time or location)? Please explain.

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What hobbies or interests do you have that might help in matching you to a participant? Please give some examples.

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Read the following statements about being a mentor. Check off the ones that apply to you and how you will be as a mentor.

- I will make time with participants a priority.
- I will learn about my participants.
- I will acknowledge fears.
- I will model the excellence I expect.
- I will seek opportunities to offer support, praise and encouragement.
- I will be genuine, consistent, warm, and accepting.
- I will confront self-defeating or career-inhibiting behaviour.
- I will use storytelling as a means of imparting wisdom.
- I will attend carefully to my participants' small gains and important milestones.
- I will challenge participants with demanding assignments tailored to their abilities and performance thresholds.
- I will share relevant and important personal experiences as a means of teaching, reassuring and connecting with participants and their families.

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# Mentoring Agreement

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(To be read and signed by the Mentor and Participant. Provide a copy to each.)

We have agreed to volunteer ourselves to a mentoring relationship. We are both committed to the time commitment and activities required of a strong mentoring relationship. The following key points clarify our relationship:

## Confidentiality

We both agree...

1. To retain confidentiality of information shared between parties.
2. To communicate and share to the best of our abilities.
3. To participate in the evaluation of the mentoring program.

## Duration of the Relationship

We are committing to a relationship starting on this \_\_\_\_\_ day of \_\_\_\_\_, 2012 and ending the \_\_\_\_\_ day of \_\_\_\_\_, 2012.

## Time Commitment

We commit to a minimum of \_\_\_\_\_ hours of meetings or conversations each week. The goal of getting together and talking is to:

- set goals
- review challenges and discuss issues
- share stories and successes

Location for the meetings: \_\_\_\_\_

## Role of the Mentor

The following are the key activities/roles that the mentor agrees to provide during the relationship:

- Build the participant's self-esteem and confidence by reinforcing accomplishments
- Guide in decision making, goal setting, prioritizing and scheduling
- Help to resolve conflict, clarify issues and cope with stress
- Increase awareness of resources available in the workplace

Mentor Initials \_\_\_\_\_

## Role of the Participant

- The participant agrees to do his/her best with respect to each of the following statements:
- I take responsibility for my own growth and development
- I believe in my own growth potential
- I can succeed and will make use of the resources available to me
- I am open to feedback and coaching

Participant Initials \_\_\_\_\_

- We agree to a no-fault conclusion of the relationship if required for any reason.
- The Learning Plan provides the skill areas to be covered within the mentoring relationship.

\_\_\_\_\_  
Mentor Signature

\_\_\_\_\_  
Participant Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

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## Program Support and Workplace Scan

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(To be completed by CAM coordinator and workplace mentors.)

Complete the following form about your workplace.

Which of the following resources do we have in our workplace? Which can be used in the workplace-mentoring program?

Aboriginal Liaison person

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Telephone Number:

How this person or group can help to support the participant:  
\_\_\_\_\_  
\_\_\_\_\_

Committees (i.e. safety, social, etc)

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Telephone Number:

How this person or group can help to support the participant:  
\_\_\_\_\_  
\_\_\_\_\_

Social groups or clubs (i.e. bowling, walking club)

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Telephone Number:

How this person or group can help to support the participant:  
\_\_\_\_\_  
\_\_\_\_\_

Peer Groups

\_\_\_\_\_  
Name:

\_\_\_\_\_  
Telephone Number:

How this person or group can help to support the participant:  
\_\_\_\_\_  
\_\_\_\_\_

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## Confidentiality Agreement

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(For the mentor)

Confidentiality is the cornerstone of a trusting relationship between a mentor and a participant. As a mentor, I will have access to personal information concerning a participant, which should be held with the highest regard. Therefore, I agree never to release the full name, address, phone number or any other information that may identify the participant to anyone except the CAM program staff, unless authorized by the participant.

A breach of confidentiality may consist of:

- talking about a participant, by full name, with your co-workers or friends
- talking about a participant with his/her supervisor without his/her permission
- telling anyone other than the CAM program staff of any issues concerning your participant

I have read and understand the above confidentiality statement and hereby agree to abide by this rule.

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Mentor Signature

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Date

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# Mentor Commitment Form

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(For the mentor)

I have been informed about CAM and wish to be a mentor. I promise to participate for the next 6 weeks and up to 12 months and will uphold my part of the mentor-participant relationship. I understand this relationship is grounded in the hope for a meaningful relationship with the participant. As a mentor, I will help to be in contact with the participant daily to being, and then weekly in person or by phone. I agree to make share issues and to report back on the progress of the relationship to the CAM coordinator.

## Confidentiality

I promise to maintain the dignity of the participant with whom I am matched, including respect for the participant's privacy, property, family and friends. I will honour mutually agreed upon boundaries of time, location, and information. I will hold confidential, all matters discussed or issues addressed in our mentoring relationship, except in those cases where the participant gives specific release of information permission.

## Disclosure

I understand that the limits of confidentiality, however, include that by law I must immediately report to the appropriate civil authorities any involvement that the participant may have in regard to child abuse, confession of a felony (serious property or physical injury), offense, the intention to do bodily harm to another person, or the intention to commit suicide.

## Waiver

I understand that I am personally responsible for fulfilling this agreement. I understand that any injury I might sustain is covered by my own insurance. I agree to release and agree to hold harmless and indemnify WEM and the collaborative agencies involved in CAM from any and all injuries, damages, costs and liability of any kind arising from the performance of this agreement and the provision of services to the participant. This covenant shall bind my estate, successors, heirs and personal representatives.

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Mentor Signature

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Date

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Mentor Name

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Phone

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CAM Recruiter

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Organization:

**WEM**

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# Participant Agreement Form

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(For the participants)

I have had the CAM workplace-mentoring program explained to me, and I understand that by voluntarily choosing to participate I agree to work with my workplace mentors toward the goals of:

- being a successful learner and worker
- growing and learning through sharing, trust and mentorship
- helping me set a career path that is achievable and meaningful

I also agree to:

A. Release and agree to hold harmless and indemnify CAM and the mentors of CAM, from any and all injuries, damages, costs and liability of any kind arising from the performance of this agreement and the provision of services to the participant. This covenant shall bind the participant's estate, successors, heirs and personal representatives.

B. Understand that my mentoring team will protect my privacy but by law they must report to the appropriated civil authorities any involvement I may have in regard to child abuse, my confession of a felony, my intent to do bodily harm to another person, or my intent to commit suicide.

C. Give permission to CAM to share information with resource people, caseworkers, counsellors, and CAM staff who may be able to help me and my family.

Participant's Name: \_\_\_\_\_

Participant's Signature: \_\_\_\_\_

Mentor Name: \_\_\_\_\_

Mentor Signature: \_\_\_\_\_

CAM Coordinator Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## First Meetings

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### Getting to Know You

Trusting relationships are based on mutually respecting the worth, value, and attributes of the other person. For this reason, the mentor and participant need to spend time together getting to know one another. The focus of this activity is on sharing - not judging.

Listed below are some ideas of subjects to discuss. Ask the participant if they have any questions that they would like to ask you. Make this an enjoyable event.

General Topics to work through in the first few meetings

1. Special talents, abilities, skills, interests, and hobbies
2. Career aspirations, dreams, hopes, and wishes
3. Goals of the mentoring program and the work experience component of CAM
4. Experiences in the training portion of CAM
  - what courses or topics the participant like
  - the topics that were more challenging
5. Plan for meeting (location, best times, etc)
6. You can also include:

### A Personal Story

Tell about a particular time in your work life. Pick a time that you feel comfortable talking about or want to share for some special reason. Where did you live? Where did you work? What was it like? Why is this story important?

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## Suggested Topics for Discussion

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Career progression

Networking

Trends and influences of technology

Time management

Work/life balance

Leadership development

Other ideas:

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## Mentoring - Meeting Notes

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Here is a worksheet you can use to keep track of your meetings and conversations with the participant. You can use it to remind yourself of activities or discussion topics that you need to follow up with.

Date: \_\_\_\_\_

Meeting type:     Face-to-Face             Telephone

Topics covered:

- 
- 
- 

Goal(s):

GOAL/TASK	RESPONSIBLE	DUE BY

Suggestions made to participant (resources, ideas, etc.):

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Date for next meeting: \_\_\_\_\_

Date: \_\_\_\_\_

Meeting type:  Face-to-Face       Telephone

Topics covered:

- 
- 
- 

Goal(s):

GOAL/TASK	RESPONSIBLE	DUE BY

Suggestions made to participant (resources, ideas, etc.):

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Date for next meeting: \_\_\_\_\_

Date: \_\_\_\_\_

Meeting type:  Face-to-Face       Telephone

Topics covered:

- 
- 
- 

Goal(s):

GOAL/TASK	RESPONSIBLE	DUE BY

Suggestions made to participant (resources, ideas, etc.):

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Date for next meeting: \_\_\_\_\_

Date: \_\_\_\_\_

Meeting type:  Face-to-Face       Telephone

Topics covered:

- 
- 
- 

Goal(s):

GOAL/TASK	RESPONSIBLE	DUE BY

Suggestions made to participant (resources, ideas, etc.):

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Date for next meeting: \_\_\_\_\_

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# Individual Development Plan

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**Name:**

**Professional Goal:**  
(outcome or end result)

**Date by which I will achieve goal:**

**Development Objective:**  
(skill or experience or ability you wish to gain; explain it in a measurable way)

**Action Steps:**  
(list the steps/events/activities you will use to achieve the objectives)

**Target Dates:**  
(attach dates by which you will complete each action step)

**Resources Required:**  
(people and other resources you may need)

**Status and Progress:**  
(enter comments about each action step to discuss them with your mentor when you meet; note any concerns; add new action steps along with target dates as required)

**Completion Date:**

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# Learning Plan Template

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