



## **MENTORSHIP HANDBOOK**





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## WHAT IS A MENTORING RELATIONSHIP?

The mentoring relationship is focused on the professional development of a Mentee through coaching and guidance with an experienced mentor. The relationship develops on a foundation of mutual trust and respect. A successful mentoring relationship should lead to positive outcomes for both the mentee and the mentor through the expansion of knowledge, skills development, creativity and networking. The mentoring relationship provides a safe and confidential forum to discuss work related issues. As such, it should be viewed as a partnership, where both parties openly and freely exchange ideas, discuss challenges and explore potential solutions.

### What is a Mentor?

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

### What is a Mentee?

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

## ABOUT THE MENTORSHIP PROGRAM

The WOHSS Mentorship Program has *three* streams to enhance the experience for mentors and mentees alike. The mentoring relationships may initially run from 3 to 12 months with the option to extend. Each intake will provide mentors and mentees the opportunity to work together on goals, challenges, and learning within the agreed upon time frame.

WOHSS members have full access to the mentorship program. All levels of membership can participate as either a Mentor, Mentee or both. If you are not a member or you have let your membership lapse, we are happy to assist you with joining WOHSS. For more information about membership, you can also visit our website at [www.wohss.com](http://www.wohss.com).

### Leadership Mentoring Stream

The Leadership Mentoring Stream matches experienced WOHSS members with up and coming OHS/HSE leaders in Canada. This Stream provides an opportunity for seasoned members to mentor mentees who are serious about increasing their strategic OHS/HSE knowledge and leadership skills.

**Mentors:** Must hold a current a professional designation (i.e. CRSP, CSP, COHN, other Non-HSE Related) and/or sufficient experience, either/both deemed appropriate by the Mentorship Committee with at least eight years' total experience in any area of OHS/HSE, at least 5 years' experience in a management role and possess the qualities of an effective mentor.

**Mentees:** Must have at least three years' experience in some aspect of OHS/HSE.

## Career Development Stream

The Career Development Stream matches experienced members with rising stars in the OHS/HSE profession in Canada. This Stream provides an opportunity for mentors at different stages in their career to provide guidance and advice to those who are new to the OHS/HSE profession.

**Mentors:** Recommended they hold a HSE/OSH designation, an accreditation/certification through formal OHS/HSE education, have at least five years' experience in any area of OHS/HSE and possess the qualities of effective mentor. Mentors in the Career Development stream may be subject to one round as a Mentee in the Leadership Mentoring Stream, at the discretion of the Mentorship Committee.

**Mentees:** Will typically have less than three years' experience in some aspect of OHS/HSE. This stream is ideal for students, new graduates, young professionals, or someone transitioning into OHS/HSE from another field/industry.

## Peer Mentoring Stream

The Peer Mentoring Stream takes the form of special interest groups, where members may have interest in a certain topic or wish to partner with peers on learning opportunities. An example of this could be a CRSP Exam Study Group. Peer groups are available to all members who are looking to share experiences or research topics.

## HOW DOES THE MENTORSHIP PROGRAM AT WOHSS WORK?

1. The program is open to all current members of WOHSS. If you are an international member, someone who resides outside of Canada, please note this on the application form so a member of the committee can contact you directly to review available options.
2. Potential mentors and mentees complete the Mentor Application Form or the Mentee Application Form which are available on the WOHSS website. These can also be submitted to the [mentorship@wohss.com](mailto:mentorship@wohss.com) email. Applicants must also submit a CV or resume as this helps the committee to identify potential matches.
3. The WOHSS Mentorship Committee will contact applicants by phone to review the information they have provided. This is an essential part of matching mentors to mentees based on interests, desired outcomes, and geography.
4. When a match is found, mentors and mentees will be notified and provided with an initial pairing email which outlines the next steps of the process. Please note that the committee will make every effort to find a match in a timely manner but based upon the available resources and requirements of the applicant, this can take a period of time to complete.
5. The pair can prepare for their mentorship relationship by defining goals, discussing desired outcomes and planning meeting times.

6. The Mentee takes an active role in guiding the relationship and the meetings so their goals can be met. The mentor should use active listening and coaching methods to help the Mentee achieve their desired outcomes.
7. A three month follow up will be conducted by the committee; this allows mentors and mentees to identify any issues or concerns which need to be addressed. Participants are also encouraged to provide relevant feedback on both the program and their paired partner.
8. When the term of the relationship ends, a formal evaluation form will be sent by the committee to both the mentor and mentee. Participants are strongly encouraged to complete this form so improvement opportunities can be identified. If the pair wishes to extend their relationship, they will need to complete and re-sign the Mentorship Agreement form which includes an extension option. This is available on the WOHSS website. Once completed, the form must be submitted to the WOHSS Mentorship Committee for processing.

If you have questions or concerns, please contact the mentorship committee at any time through our email: [mentorship@wohss.com](mailto:mentorship@wohss.com)

## WHAT ARE THE BENEFITS OF PARTICIPATING IN A MENTORSHIP PROGRAM?

### If you are a Mentor...

- It is an opportunity to “give back” to the OHS/HSE profession and to the Mentee.
- It encourages you to share your knowledge and take pride in being a subject matter expert
- Gives you a chance to practice active listening skills.
- Strengthens your interpersonal relationship skills.
- Teaches you about other fields of work and industries.
- Re-energizes your own career by reminding you of the knowledge you have attained.
- Provides insight into a different generation’s viewpoint.
- Gives you satisfaction knowing you are helping someone else to grow in their OHS/HSE career.
- Helps you gain fresh perspectives through interaction with someone new.
- Further develops your leadership skills including how to provide feedback and coaching.
- Expands your professional network.
- Helps you stay in touch with emerging issues relevant to others in the OHS/HSE field.
- Gives you an opportunity to reflect on your own practices.
- **Can be used to meet professional development and continuing education requirements for professional designations such as the CRSP, CSP, CPHR, etc.**

### If you are a Mentee...

- Provides you with a chance to expand your network.
- Gives a better understanding of professional culture and practices
- Increases your confidence to deal with challenges and take on new tasks and roles.
- Gives you clarity on where you want to take your career and how to get there.
- Teaches you how to articulate your thoughts and ask meaningful questions.
- Gives you a chance to practice using effective listening skills to gain knowledge.
- Shows you how to accept feedback in important areas, such as communications, technical abilities, change management, and leadership.
- Improves your interpersonal relationship skills.
- Provides a personalized development opportunity to address your specific learning needs.
- Provides access to independent and objective perspectives, and knowledge of different industries and fields within OHS/HSE.
- Encourages you to set goals and work to meet them.
- Potentially provides insight into a different generation’s viewpoint.
- Helps you gain fresh perspectives through interaction with someone new.

## ROLES AND RESPONSIBILITIES

### Mentors

- Establish a foundation for clear, open communication between you and your Mentee.
- Help the Mentee develop an appropriate learning plan for the mentoring relationship.
- Set aside the time required to make the mentorship relationship successful.
- Provide a safe and confidential environment where the Mentee can discuss challenges without losing credibility.
- Provide friendly, professional support and help the Mentee to explore alternatives related to professional issues and challenges.
- Support the development of creative and independent thinking by being a sounding board to help the Mentee come to solutions on their own.
- Provide advice on how to access information within the OHS/HSE profession to accomplish goals.
- Treat your Mentee as a legitimate professional colleague with the potential for high performance.
- Provide helpful coaching and constructive feedback.
- Create opportunities for growth and development of the Mentee outside of their existing field or area of experience.
- Introduce the Mentee to your network.
- Be open to learning from your Mentee.

### Mentees

- Treat your mentor as a professional colleague.
- Commit to and respect the relationship and the meeting times that are set.
- Be respectful of your mentor's schedule by starting and ending meetings on time.
- Initiate contact with your mentor and work with them to establish the scheduling of regular meetings.
- Get to know your mentor – ask about their professional background and experience.
- Be open and clear with your mentor about your expectations of the mentoring relationship.
- Take the initiative in developing a plan of action for your learning during the mentoring relationship.
- Be willing to be coached. Ask for and receive feedback in a non-defensive manner.
- Keep an open mind and be ready to learn from your mentor's experiences.
- Let your employer know that you are participating in a mentoring relationship.
- Prepare for meetings and make the most of your time together by using the [Mentoring Learning Plan Worksheet](#) to develop the mentoring relationship.



## **EXPECTATIONS FOR MENTORS AND MENTEES**

Mentors and mentees typically enter their relationships with assumed expectations of each other. Sometimes disappointment arises because expectations weren't met; however, it may be that the expectations weren't even discussed. To prevent this and to help you with your planning, be clear about these expectations and your responsibilities from the beginning. A mentoring relationship is a partnership, with both parties respecting and supporting each other.

### **Specific Tips for Mentees**

- Remember that you own your development - not your mentor. It's 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 open to feedback and ask questions to learn from your mentor.

### **Specific Tips for Mentors**

- Mentors are not expected to provide employment or business opportunities for mentees — just life lessons, advice, coaching and mentoring
- Make time for your mentee as necessary — in person, by phone or via e-mail/instant message
- Establish mutual trust and respect with your mentee
- Maintain strict confidentiality
- Help your mentee develop alternatives to address work-related problems or create learning opportunities
- Support your mentee when they reach goals
- Be open to feedback and ask questions to learn from your mentor.

**TIMELINES:** Please try to make initial contact with your paired partner within 2 weeks of receiving your paired email. If either party cannot be reached in this timeframe, please contact the Mentorship committee so we can follow up on any potential conflicts or commitment changes.

Please try to schedule your first meeting within 30 days of your pairing email. If you cannot meet this timeline, please contact the Mentorship committee for additional instructions.

### **WOHSS Mentorship Code of Ethics**

Mentors and mentees are expected to abide by the WOHSS Mentorship Code of Ethics. These should be reviewed prior to the first meeting.

Mentors and mentees will:

- Act honestly and in good faith with a view to the best interests of WOHSS's vision, mission and values;
- Adhere to mentorship program policies and guidelines;
- Maintain a good understanding of WOHSS Mentorship's purpose, strategy, programs and events;
- Acknowledge and agree to the estimated time commitment arrangement made at your first meeting;
- Adhere to the WOHSS Conflict of Interest Policy and immediately declare any real, potential or perceived conflicts of interest to a member of the WOHSS Mentorship Committee;
- Maintain and respect the confidentiality of all the information imparted during the mentoring relationship;
- Maintain a clear mentoring relationship and not allow personal bias to influence professional actions;
- Recognize that bias, preconceived ideas, initial impressions, opinions and stereotypes can all influence the ability to pay full attention and be present and focused;
- Be conscious of their own levels of mentoring competence and experience and to never overstate them;
- Respect diversity, different roles and boundaries, and avoid giving offence; and
- Maintain confidentiality of WOHSS Mentorship activities and information.

Mentors and mentees that enter into a relationship through WOHSS will be expected to abide by the above Mentorship Code of Ethics. Any breach of the Code of Ethics may result in removal from the program.

## RESOLVING CONFLICTS

1. **Schedule or Time Commitment Conflicts:** If one or both parties find they are unable to commit to the mentorship relationship then notify the Mentorship Committee. Both the mentor and mentee will be contacted to determine if one or both applicants need to be placed on hold until they are ready to re-enter the program. This allows applicants who want to remain in the active pool of mentors or mentees to continue to participate in the program.
2. **Personal Conflicts:** If one or both parties find they are unable to complete their agreement due to personal differences then notify the Mentorship Committee at [mentorship@wohss.com](mailto:mentorship@wohss.com). Both the mentor and mentee will be contacted to determine if the situation can be resolved. Alternatively, applicant files may be placed on hold, closed or returned to the active pool of mentors or mentees. The results of these discussions will be documented and held confidentially in the applicant files. Access to this information is restricted to Board Members and program administrators.
3. **Code of Ethic Violations:** These are to be reported immediately to the Director of the Mentorship Program for immediate action and resolution. This individual can be reached through the general WOHSS Canada email at [wohss.canada@gmail.com](mailto:wohss.canada@gmail.com) or the mentorship email.
4. **Ghosting: This practice will not be tolerated by WOHSS or the Mentorship Committee.** Applicants will be contacted at least twice through a phone call or email to determine eligibility to be paired. If communications are not returned within the timelines set by the committee, and these may vary depending on individual circumstances, then the applicants file will be retired from active status.

Members who fail to communicate with their paired partner either within the timelines previously noted, or as agreed upon between the paired members, will be contacted by the Mentorship Committee. **Failure to respond to a communication from the committee regarding this conflict can result in the member having their file permanently retired from the Mentorship program.**

## TIPS AND GUIDELINES FOR THE FIRST MENTORSHIP MEETING

During your first meeting as Mentor and Mentee, you will want to cover the following points:

1. A mentoring relationship is a partnership, with both parties respecting and supporting each other. We encourage you to discuss and clearly outline expectations and build the learning plan together in the early stages of your relationship.
2. Make sure to sign the mentorship agreement. The Mentee should return this document to the WOHSS mentorship committee via email; [mentorship@wohss.com](mailto:mentorship@wohss.com). This will be added to the file folder which is established for each paired mentor and mentee.
3. Discuss your expectations of confidentiality so that both parties can feel comfortable sharing during the relationship.
4. Get to know each other. Some ideas for starting the conversation include sharing your work experience, involvement in professional activities, your experience with mentorship, and your motivation for being involved in the mentorship program.
5. Set a schedule for meetings and location if meeting in person. This schedule should include the length of each meeting. It is recommended that you meet at least once per month for 1 – 2 hours. You may want to set a rule for cancellations to avoid frustration later on.
6. The Mentee should come prepared to discuss his or her learning goals for the mentorship program. The mentor should be prepared to share candidly how they can help the Mentee meet these goals.
7. The Mentor may also bring what they hope to share with the Mentee, especially if they have experience or education that directly relates to the Mentee's goals or current career step.

## MENTORING LEARNING PLAN WORKSHEET

Name: \_\_\_\_\_ Mentoring Time Period: \_\_\_\_\_

	<b>Projected Outcome</b> <i>(How will I know I did it?)</i>	<b>Action Steps</b> <i>(How will I actually gain/build/develop these?)</i>	<b>Resources Needed</b> <i>(Besides the help of my mentor, I will need what?)</i>	<b>Progress Notes</b> <i>(What have I achieved?)</i>
<b>First Goal</b>  Knowledge to Gain/Skills to Build/Attitudes to Develop  <i>(What must I acquire/improve?)</i>				
<b>Second Goal</b>  Knowledge to Gain/Skills to Build/Attitudes to Develop  <i>(What must I acquire/improve?)</i>				
<b>Third Goal</b>  Knowledge to Gain/Skills to Build/Attitudes to Develop  <i>(What must I acquire/improve?)</i>				