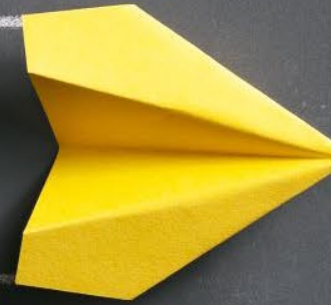


Launching an Effective Mentorship Program

A mentorship program had been on our list of programs to implement for a handful of years but in the early months of the pandemic it quickly became a priority. We created a semi-formal mentorship program that connects employees across our multi-state organization and addressed many of our needs. From program development, change management, implementation and evaluation, we have a program we're excited to share with you today!



Agenda

- Introductions
- Why mentorship
- Program overview
- Program materials
- Launch
- Evaluation & Takeaways



About us

- DKS Associates
- Transportation engineering & planning firm
- Founded in 1979
- 150 employees in 7 offices across WA, OR, CA, & TX
- 100% employee-owned
- Hybrid; core days (T, W, TR) on-site



Introductions

- Katrina Williams
- HR Director | Principal

- Amanda Thorn
- HR Generalist





Poll

- Do you have a mentorship program currently?
- What information did you come here today hoping to learn?

Why Mentorship



Pandemic



Island



Connection



Growth &
development



Employees



Benefits of Mentorship



Next steps

- Create a team
- Gather feedback
- Set objectives
- Create program outline
- Customize it



Topics to Consider



Formality



Flexibility



Time



Timesheet



Budget




Confidential



Mentee –
Mentor –
Manager



Ease of use



Program Overview

Program Overview

Program Approach

Program Objectives

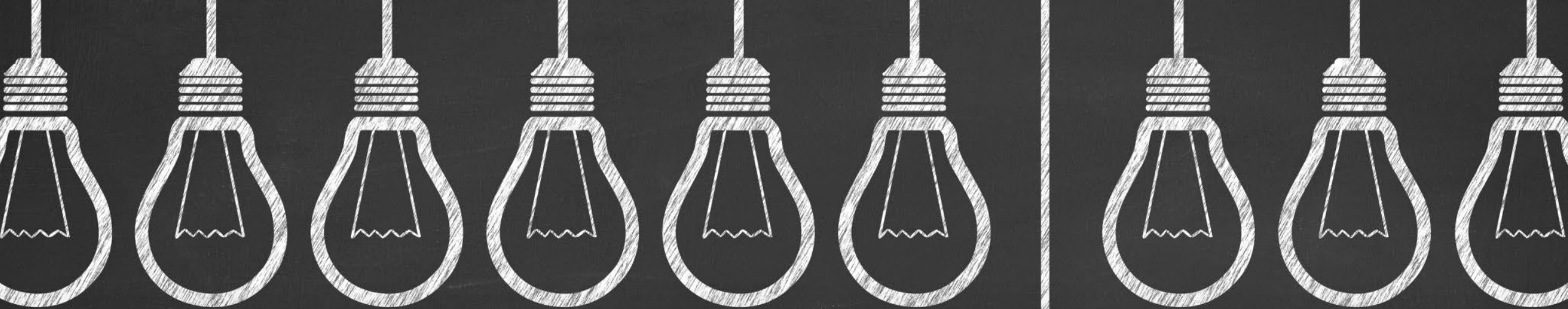
Program Logistics

- Mentee driven program
- Structure
- Timeline
- Phases of Mentoring
- How to become a mentee/mentor
- Matching Process



Program Objectives

- Provide employees with **guidance and support** in their professional development
- Support employee **development and growth** opportunities
- Support **succession planning** and build a network of professionals who have knowledge, skills, and abilities
- Create a **culture** that values mentorship as an effective way **of developing employee owners**
- Improve **employee retention** by fostering higher levels of engagement and career vision



Mentee driven program



Structure

Two cohorts per year (March – August and September – February)

Meet 6 hours over six months

2 group mentoring meetings

Timeline (March – August)



Statement of
Interest due
January 1



Mandatory
kick off in
February



Matches
made by
February 28



First one-on-
one meeting
in March



Optional, group
mentoring meetings
(April & June)

Phases of Mentoring

Purpose	Engagement	Growth	Completion
Joining a mentorship program	Building rapport & trust	Building skills	Reflection
Goal setting	Working out an action plan for goals	Overcoming barriers to growth	Building confidence to continue growing
Establish compatibility	Getting to know each other	Developing growth mindset	Paying it forward
		Accountability	

How to become a Mentee or Mentor





Cohort Kick-off Meeting





Matching Process



Program Materials





DKS MENTORSHIP PROGRAM

- DKS Mentorship Program
- How to Use this Guide
- Program Objectives
- Why an employee might request a mentor
- Program Structure and Outline
 - Program Approach
 - How to become a mentee or mentor
 - Matching Process
 - Mentee driven program
 - Structure
 - Timeline
- The Mentoring Relationship
 - Benefits of the Mentoring Partnership for both the Mentee & Mentor



DKS MENTORSHIP PROGRAM

- Roles: Mentee and Mentor
- Training Aides
- Phases of Mentoring
 - Purpose
 - Preparing for your first meeting
 - Engagement
 - In the first meeting
 - Additional tools
 - Growth
 - Completion
- Mentorship Program Resources
 - Responsibilities
 - Evaluation of the Program
 - Mentorship Committee Members
- FAQ's

Why an employee might request a mentor

- **Increased knowledge in a certain area**
- **Communication skills**
- Time management
- Leadership skills
- Networking
- Learning organizational culture
- People management skills
- **Thinking strategically**
- Work/life balance
- How to be a parent and grow a career
- How to build a career as a minority
- **How to build a career as a woman**
- **Reverse mentorship**
- Desire to understand diverse perspectives

Role as Mentee

- Own the process
- Let your needs be known up front
- Establish communication/availability early
- Be respectful of your mentor's time
- Do your homework
- Take time to prepare
- Share progress with your mentor
- How did you get to where you are today?
- What advice would you give to your younger self knowing what you know today?
- Which leadership skills were the most difficult to develop?
- Tell me about a recent setback. How did you recover?

Training Aides for Mentees

[Tips for a Successful Mentoring Relationship](#)

[10 Tips for Being a Good Mentee](#)

[Preparing for your First Meeting with your Mentor](#)

[How to Conduct a Productive Mentoring Meeting](#)

[5 Levels of Listening](#)

[Sharing Constructive Feedback](#)

[Growth Mindset for Mentoring](#)

Role as Mentor

- Ensure confidentiality, except where required to report
- Share your own goals, successes, experiences, lessons learned
- Establish rapport and trust
- Give your full attention
- Ask questions
- Respect boundaries

- How will you know in six months that this mentoring relationship was successful?
- Which skills are you looking to grow and develop?
- What obstacles are you facing?
- What is most important to you?
- What do you have control or influence over?

Training Aides for Mentors

A Good Mentor is

Skills for Successful Mentoring

5 Levels of Listening

Sharing Constructive Feedback

Coaching vs. Mentoring

Quick Start Guide

Phase	Suggested (optional) Pre-work	Suggested (optional) Agenda Topics
Purpose – Kick Off	No prework	Program Overview Next Steps
Purpose & Engagement: First Meeting	<ul style="list-style-type: none"> Request feedback through Lattice Review DKS Core Values Gap Analysis for Career Development VIA Strengths Assessment Career Development Plan 	<ul style="list-style-type: none"> Complete “How we will work together questionnaire” Complete “Partnership Agreement” Complete “Meeting agenda”
Engagement & Growth: Second Meeting	Homework from prior meeting	<ul style="list-style-type: none"> Development activities and tools (You decide) Complete “Meeting agenda”
Growth: Third Meeting	Homework from prior meeting	<ul style="list-style-type: none"> Development activities and tools (You decide) Complete “Meeting agenda”
Growth: Fourth Meeting	Homework from prior meeting	<ul style="list-style-type: none"> Development activities and tools (You decide) Complete “Meeting agenda”
Growth: Fifth Meeting	Homework from prior meeting	<ul style="list-style-type: none"> Development activities and tools (You decide) Complete “Meeting agenda”
Completion: Sixth Meeting	Homework from prior meeting	Discuss: <ul style="list-style-type: none"> Program achievements Lessons learned Create a plan: How to keep it going

Mentoring Partnership Agreement

To be completed by mentee and mentor.

We are both voluntarily entering into the mentoring agreement. We will spend most of our time focused on career development. We have a shared understanding of the commitment we are making and a joint responsibility to make this a rewarding experience for each other.

We have mutually agreed upon the following terms and conditions of our mentoring partnership.

Duration of Mentoring Partnership Agreement

This mentoring partnership will last for 6 months. We both commit to spending at least 6 hours in one-on-one meetings together during the six month cohort. If one hour meetings are too little or too much time, consider an alternative meeting length and frequency (so long as you are meeting a minimum of one hour per month). In addition, we both commit to completing any action items that require follow up in-between meetings.

Communication Between Mentee and Mentor

We will meet at least once every month in person or on video chat. We will not cancel agreed upon meeting times unless unavoidable. At the end of each meeting, we will agree to a date for the next meeting.

Confidentiality of Communications

We agree to respect the confidential nature of all information discussed during mentoring meetings. Everything discussed will be confidential unless otherwise specified at the time of discussion.

Roles of the Mentee and Mentor

Mentee: The Mentee's role is to identify the skills, knowledge, and goals to achieve, and to communicate them to the Mentor. Mentee agrees to accept honest and constructive feedback from Mentor.

Mentor: The Mentor's primary role is to provide guidance and support to the Mentee based on their unique career development needs. This may be achieved by engaging with the Mentee as: advisor, resource person, objective third party, source of support and encouragement, advocate and sounding board.

The Mentor and Mentee will both seek to achieve the following agreed upon goals and objectives during the term of this agreement:

- 1.
- 2.

- 3.

Monitoring of Mentoring Partnership

We understand the Program Committee may check in with each of us independently during the partnership in order to monitor the process, provide advice, support and assistance as required.

Beyond these check-ins, if any problems arise that we are unable to resolve with our Mentor/Mentee, we agree to contact the Director of Human Resources for assistance.

Graceful Exit Clause


If any Mentor/Mentee needs to terminate the agreement for any reason, I agree to abide by their decision.

I have read and agree with the above Agreement and understand what is expected of me in this relationship.

Mentee Name

Mentee Signature

Date



How we will work together

Purpose & Instructions:

In addition to reviewing the [Mentoring Partnership Agreement](#), this activity will help create shared understanding and agreements around how to best work with each other. Mentee and mentor complete this questionnaire together in their first meeting.

Communication Mode & Location

What method best fits our needs? (In person, video call, email, phone, etc.)

Communication Frequency (scheduled meetings; impromptu conversations)

How frequently will we check in/communicate? How/when will we communicate requests for schedule changes?

Giving & Receiving Feedback

What style and approach best fits our needs? When you have received valuable feedback in the past, how was it delivered?

Career Development Plan

Identify your long-term career objective (ex. desired role/job). It is optional to complete this form.

Long Term Career Objective:

Create SMART Goal(s) that will help you achieve your career objective.

Specify the Desired Outcome (to be achieved in the next 3-6 months):

Vital Tasks that will help you achieve this goal:

- 1.
- 2.
- 3.

How will progress and results be measured?

How do you know this is attainable? (ex. experience, resources and support available)

Why/how is this goal relevant to your long-term career objective?

What is the target date for completion?

Potential obstacles to reaching my goal.

Options to prevent or manage obstacles.

Next Steps / Action Items:

Gap Analysis for Career Development

	CURRENT JOB	DESIRED JOB	GAPS
Job Title			
High quality work required			
Creative thinking required			
Knowledge and skills required			
Client delivery required			
Work delivery required			
Core value embodiment			

Planning Worksheet

Gaps to Close	How are you going to close the gap?	When closed, what will success look like?	How will I validate this gap is closed?	Desired Timeframe

Budgeted Amount for Development	
Budgeted Time for Development (Hours/Week or Month)	
Budgeted Amount for Development	
Budgeted Time for Development (Hours/Week or Month)	



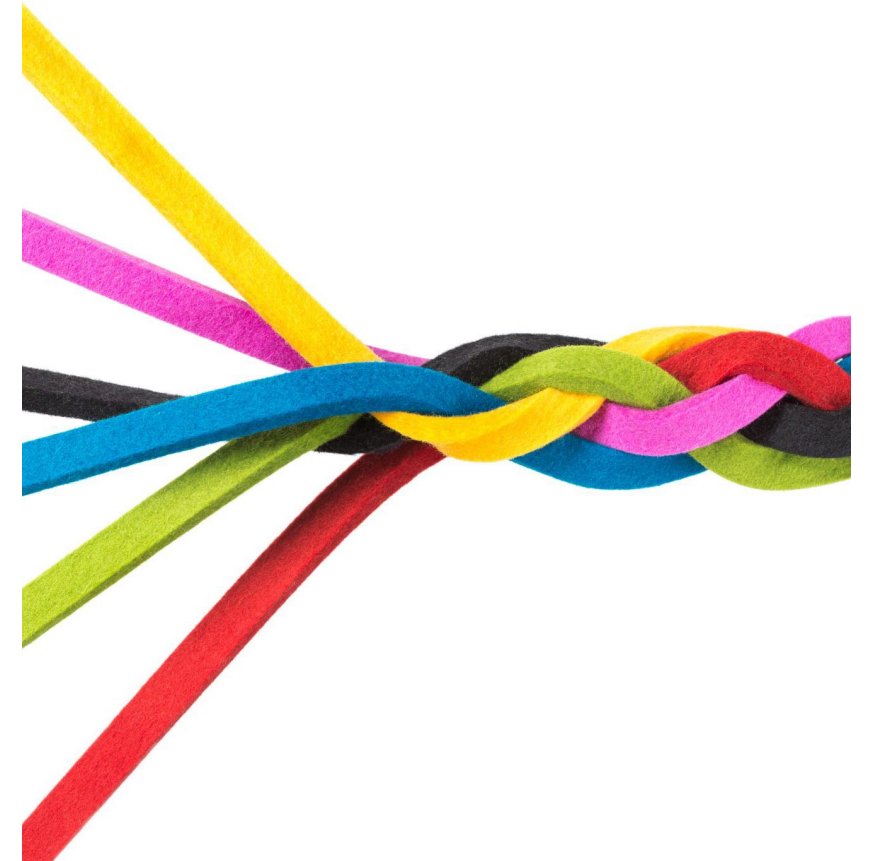
LAUNCH!



- Pilot team
- Final comments
- Communication Plan
 - Company wide
 - Virtual brown bags
- Tips and tricks from pilot team
- Integration plan & branding
 - Interviewing
 - Onboarding
 - Socialization

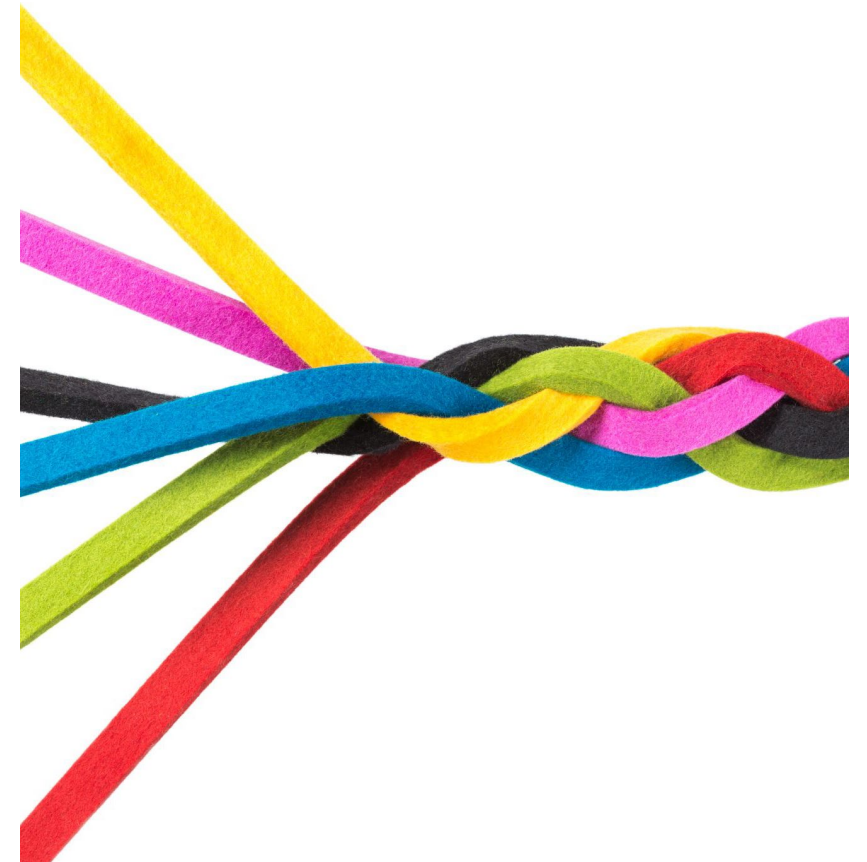
What are employees saying?

- “I really enjoyed connecting with my mentor and being able to **talk through how to address issues that come up day-to-day. It was a meeting I really looked forward to every month!**”
- “I enjoyed the opportunity to learn from a mentor in another office whom I hadn't worked with before. **Even though our specific interests didn't overlap a lot, she provided great advice on setting and achieving goals.** The program was also helpful in creating built-in accountability for meeting my goals.”
- “It was a great way to brainstorm ways to **achieve career goals and deal with work/life balance issues.**”
- “It's a great opportunity to learn from others- **not just for the mentee but also the mentor.** It is also an opportunity to develop a relationship with other DKS staff that you don't normally work with and give you different perspectives of the great staff throughout the company.”



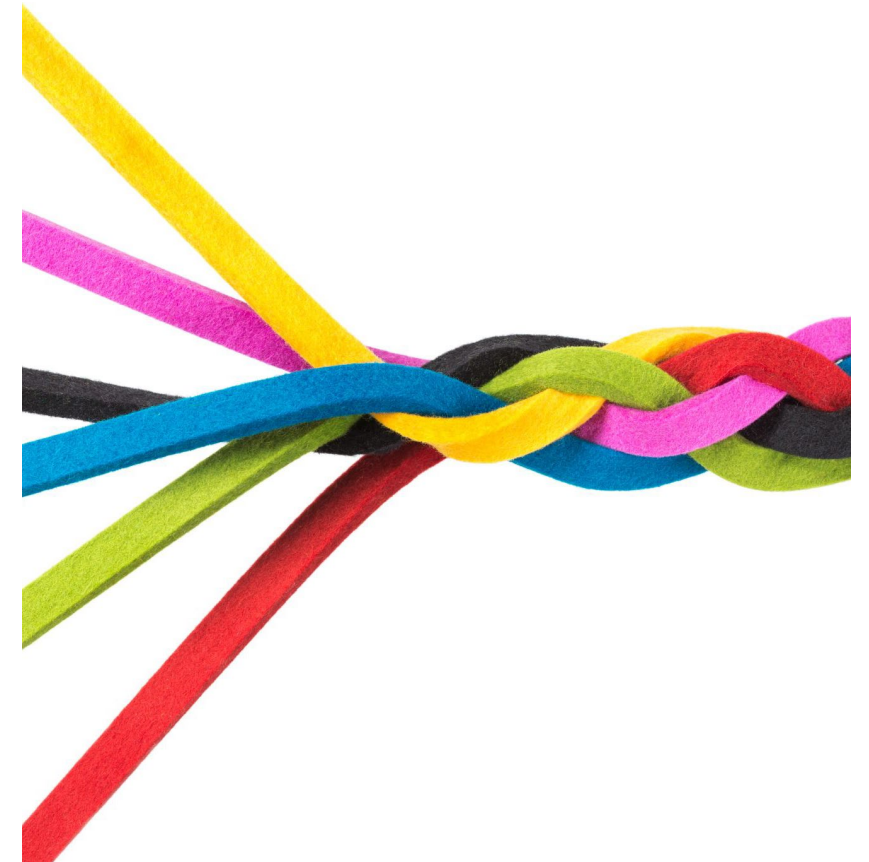
Ideas for improvement?

- Perhaps bringing in some **speakers** for the mentor/mentee group meetings.
- If possible, I would like there to be **less of an "age gap" between mentors and mentees**. I am a level 2 who got matched with a principal and I found that intimidating and often didn't feel fully comfortable expressing my feelings
- It would be great to have some **conversation prompts** for those that are looking to make connections but aren't searching for specific guidance on a career/technical issue. Sort of like ice-breakers, but more meaningful questions that could lead to valuable "lessons learned" type of stories or experiences.
- Maybe **connecting with my mentee's supervisor** to see what things they think that my mentee needed to work on. I don't think it is an issue as I felt like my mentee was open about the feedback he was getting from his supervisor.
- Integrating mentorship into exit interview discussions.



Tips for success

- Before each meeting read through program and agenda topics to help focus for the meeting
- Approach every meeting seeking to learn from one another
- Consider requesting a mentor outside of your office because there can be a lot to learn
- Consider picking a mentor who can help you with career development and someone who is outside of your usual circle. - Don't be afraid to select or be matched with a mentor who you think is out of your comfort zone.
- Take time to think about what you want to get out of the program because it can be whatever you make of it. - Understand early what you are looking for in a mentor
- Look back at your prior goals and quarterly check-ins in Lattice to help identify what you'd like to focus on in the program
- Take time in the beginning to get to know one another
- As your goals are created record them in Lattice and communicate those goals with your manager too
- Don't try to cover too much, sometimes let things breathe a little bit





Key Takeaways

- Identify why and benefits
- Leadership buy-in
- Start with your outline and customize as you go
- It doesn't have to be perfect, just start with something
- Celebrate it!

Questions

- What can you use from our mentorship program at your company?
- What could work for you, what wouldn't work for you?
 - Fewer cohorts? More formal? Less formal?
- Any materials you want to see more of?



Session Evaluation

- All evaluations are available on the
- HR Summit Cloud Website which can be found on the back cover of your event guide.

