

MENTORSHIP PROGRAM: FAQs FOR MENTORS

INTRODUCTION

Mentorship is an important tool for achieving the Network of Women's goals of creating a culture of inclusion and cultivating the next generation of leaders at the organization. Mentorship deepens and reinforces relationships created through the Network and allows experienced professionals (mentors) at our Firm to share strategies for business and professional success with more junior professionals (mentees).

This guide explains the role of a mentor in the Network of Women's mentorship program and will assist mentors in helping to cultivate trusting and constructive relationships with their mentees. For additional guidance, or if you have questions not covered by this guide, please contact Patricia Dreste or Meghan Williams.

FAQS

WHAT IS MY ROLE AS A MENTOR?

As a mentor, your role is to provide high-level guidance relating to the mentee's goals based on your knowledge and experience, provide candid and constructive advice, and to discuss solutions that could put your mentee on the right path to reach his or her professional and personal goals. You will not – nor are you expected to – have an answer to every question your mentee has, and not every experience, advantage or challenge you have had will apply to your mentee. However, if you don't have an answer or have the knowledge to address a specific issue, you can draw from your own professional network and refer your mentee to other professionals in the organization who might be able to assist him or her. The Firm also has some excellent training resources, please contact Meghan Williams for further information.

Please remember that while one goal may be short term, others may be long-term. As a mentor in this program, you are not expected to see every goal the mentee has to the end. You ARE expected to be approachable and available, to **listen** to your mentee, encourage him or her, and help him or her to identify challenges and advantages in relation to accomplishing his or her goals.

Finally, while you can provide advice and guidance to your mentee, you are not required to actively advocate for your mentee within the Firm.

HOW WAS I MATCHED TO MY MENTEE?

You have been matched with a mentee (or, in some cases, two mentees) based on personal interests that you both included on your mentor/mentee registration and the mentee's/mentees' career interests or topics of concern.

HOW OFTEN SHOULD I MEET WITH MY MENTEE(S)?

For each mentee you have, we encourage you to meet with him or her either in person or via phone or Microsoft Teams (for long-distance mentorship pairs) at least once per month. Of course, you are free to meet more often.

WHAT SHOULD I DISCUSS WITH MY MENTEE?

The conversations you have with your mentee will be determined mostly by his or her interests, career goals, and questions. For your first meeting with your mentee, we recommend you do the following:

- Introduce yourself, including your background, career path, and role at the organization, as well as your own personal interests.
- Explain your role as a mentor.
- Ask your mentee about his or her background, career path and role at the organization.
- Ask your mentee to explain, in his or her own words, what his or her top two personal/career goals or concerns are and what he or she hopes to achieve in these mentorship discussions.

After the introductory meeting with your mentee, the meetings and conversations can focus more on learning more about your mentee's goals, sharing your own experiences and knowledge that are relevant to those goals, providing guidance, and (if practicable) discussing tips/action steps for the mentee.

TIP: When talking about your own career path or drawing from your experiences to help your mentee, make sure you can clearly articulate concrete examples and steps you took, or identify events or mentors in your life, that helped you achieve your career-related or personal goals and milestones.



ARE THERE SUBJECTS I SHOULD NOT DISCUSS WITH MY MENTEE?

Mentorship discussions may end up covering a wide range of subjects. While topics of discussion will, for the most part, be driven by the needs of the mentee, there are a few topics that are inappropriate for mentorship discussions. Some examples are as follows:

- **Compensation:** While pay as a general topic may come up and can be an important aspect of one's job and career progression, mentors should refrain from specifically referencing their own – and other colleagues' – compensation numbers. In general, questions about compensation should be directed either to one's manager or Human Resources.
- **Personal issues with colleagues:** An employee may not get along with all his or her colleagues (and no one expects him or her to). While you may strike up a very strong relationship with your mentee, keep the context of your discussions as professional as possible. Mentorship meetings are not the place for complaining about co-workers (especially by name). Mentors should lead by example and redirect any such complaints by a mentee to a more constructive conversation. **However**, if your mentee complains of any type of harassment based on a protected category, you should counsel your mentee to speak to his or her manager or the Human Resources department. Please see section 200 of our Employee Handbook policy regarding Equal Employment Opportunity or speak to Patty Dreste or Meghan Williams for more information on our policy.

Obviously, this list is not exhaustive. As a mentor, you will need to use your best judgment, discretion and skill to turn complaints into more productive discussions.

As you and your mentee become more comfortable with each other, it is possible that your conversations will become more personal. If your mentee brings up personal problems or issues (e.g. depression, substance abuse, financial difficulties, divorce, death or legal issues) that you are not comfortable discussing, do not feel qualified to address or you believe may require help outside of the typical mentorship relationship, you can always refer your mentee to the **Firm's Employee Assistance Program ("EAP")**. Employees can take advantage of the EAP by either calling 1-800-854-1446, or by logging onto lifebalance.net (username and password "lifebalance").

AM I EXPECTED TO KEEP MY MENTORSHIP MEETINGS COMPLETELY CONFIDENTIAL? WHAT IF THERE IS AN ISSUE I THINK NEEDS TO BE ESCALATED? AM I ALLOWED TO DO SO?

There should be a degree of mutual trust between mentors and mentees. The discussions you have with each other should be kept private, and you should exercise the utmost discretion, unless you are given permission to do otherwise by your mentee. The exceptions are where there appears to be imminent threat of serious harm, illegal activity, or improper conduct that could reasonably be expected to give rise to potential liability on the part of the organization. In such cases, you should counsel your mentee to speak to his or her manager or Human Resources. Should your mentee refuse to do so, you should notify the mentee that you may refer the issue to the designated firm channels for resolution. Please contact Patricia Dreste or Meghan Williams for more information.

HOW LONG IS MY MENTORSHIP RELATIONSHIP SUPPOSED TO LAST?

The structured part of this mentorship program requires a minimum commitment of six months from mentors. However, if you and your mentee have developed a strong connection and wish to continue the mentorship relationship beyond that time frame, you are welcome, and encouraged, to do so.



HOW DO I GIVE FEEDBACK TO NOW ON THE STATUS OF MY MENTORSHIP RELATIONSHIP?

The Network of Women will check in with mentors once a month for six months to see how mentorship relationships are progressing. Otherwise, if you have questions or wish to give feedback, or report an issue at any other time, please contact Patricia Dreste or Meghan Williams.

At the end of six months, the Network will send a survey to mentors and mentees so that you have a chance to formally evaluate the mentorship program. The feedback you provide will help us to identify areas of improvement for the future. You will also be asked if you would like to continue as a mentor with the same mentee, or if you would like another mentee assigned to you. Your mentee will be asked the same question.

HOW CAN I END A MENTORSHIP RELATIONSHIP BEFORE SIX MONTHS IS OVER?

We recognize that being a mentor is a commitment and sometimes work and personal commitments can get in the way. We strongly encourage you to continue as a mentor for at least six months, but if you find you are unable to commit the time or attention required, please inform Meghan Williams, as soon as possible so we can identify a new mentor for your mentee.

If you find that your relationship with your mentee is not working (e.g., you believe you are unable to provide the support or guidance your mentee needs, or you and your mentee have been unable to make a connection, etc.), but you still wish to be a mentor, please inform Meghan Williams, as soon as possible. We will make an effort to re-match you with a different mentee and your mentee with a new mentor.

When submitting a request to end a mentorship relationship, please provide the reason(s) why, so the Network can keep track of why mentorship relationships are ending prematurely. This information will be helpful in strengthening the mentorship program.

Thank you for being a mentor!