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# MENTORSHIP PROGRAM HANDBOOK

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Chartered Professionals in Human Resources of  
Newfoundland and Labrador

**CPHR** Newfoundland  
& Labrador

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# MENTORSHIP PROGRAM HANDBOOK

## Chartered Professionals in Human Resources of Newfoundland and Labrador (CPHR NL)

CPHR NL's Mentorship Program is aimed at providing individuals the opportunity to develop, create goals, and enhance practical knowledge within the field of Human Resources. The program is designed to link emerging HR Practitioners, HR professionals transitioning to a new field, or seasoned HR professionals interested in expanding their knowledge and network, with established human resource professionals.

### Definitions

- The Mentor is an experienced HR professional who commits to helping a mentee reach their knowledge, skills and capabilities goals through coaching, listening, advising and guiding.
- The Mentee is either an emerging HR Practitioner, a HR professional transitioning to a new field, or a seasoned HR professional looking to expand their knowledge and network.

### Program Commitment

Both the Mentor and Mentee must agree to commit to:

- Partaking in the program from May 1<sup>st</sup> through to November 3<sup>rd</sup>.
- Participate in a minimum of 1 hour per month of interaction with their program match.
- Mentee to establish, and Mentor to support the development of clear goals and objectives using the Development Plan.
- Participate in program checkpoint calls throughout the program (the CPHR NL Mentorship Committee will be in contact with participants)
- Complete an end of program survey/evaluation to provide feedback on your experience as a program participant.

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***“Mentorship provides knowledge through experience. I believe it provides an invaluable resource. Higher learning provides an academic understanding of human resources and the knowledge needed to enter the field. Having a mentor within the community is a unique opportunity to learn about the local HR environment through experience.” – CPHR NL Mentorship Program 2021 Mentee Participant***

## **Mentorship Program Kickstart Guide**

To ensure that the CPHR NL Mentoring Program will be a beneficial and rewarding experience for both parties involved, we suggest you discuss the items listed below during the first meeting.

### **Step 1: Building the Relationship**

- Focus on getting to know each other and establishing a foundation of trust. Begin to explore the experiences and goals of the Mentee and Mentor (i.e. what is it that you hope you achieve from this program). Relax and recognize that becoming acquainted is a critical first step that will ultimately lead to more positive results.
- Discuss your educational background, work experiences, and personal interests to get to know each other. Discuss your past experiences with mentoring programs and your reasons for participating in the CPHR NL Mentorship Program.
- Begin to discuss your goals for your experience in the Mentorship Program.
- Clarify any confidentiality expectations that you may have.
- Set guidelines about the timing, location, and format of meetings (i.e. how often you connect, method of communication, virtual/in-person etc).

### **Step 2: Complete the Development Plan**

- In consultation with your Mentor/Mentee, complete the Development Plan provided with the agreed upon learning goals and/or objectives for the partnership, planned actions to achieve those goals and/or objectives, indicators of what success looks like, and targeted completion dates. The Mentee should lead the development of goals, with the support of the Mentor.
- Return the Mentorship Agreement Development Plan (pg. 7-8) to CPHR NL Mentorship Committee by May 12<sup>th</sup> via [mentorship@cphrnl.ca](mailto:mentorship@cphrnl.ca)

### **Step 3: Monitor Progress**

- Using this handbook and the signed Development Plan as a guide, plan and hold your monthly formal meetings and work together to reach goals. The Mentee is required to prepare in advance of each meeting with an Agenda of topics to discuss.

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- At the mid-point of the program, it is important for the Mentor and Mentee to do a progress check to see how things are progressing and to celebrate successes and/or refocus the relationship.
  - Reach out to the Mentorship Committee should you require any support throughout your time in the program ([mentorship@cphrnl.ca](mailto:mentorship@cphrnl.ca)).

#### **Step 4: Program End**

- Evaluate your work together and finish any remaining objectives. While the program may officially end, matches are welcome to stay in contact on an occasional basis. However, we encourage matches to respect the formal end of the program from a monthly commitment perspective.
- Celebrate your successes together!
- Complete the program evaluation by November 3<sup>rd</sup> (which will be communicated to matches by the Mentorship Committee).

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## **Mentorship Program Eligibility, Roles and Expectations**

### **Eligibility**

- CPHR NL Member in good standing.
- Ability to meet the commitment of the program (May 1<sup>st</sup> to November 3<sup>rd</sup>); participating in a minimum of 1 hour per month of interaction with your program match.
- For mentee applicants, if a student, must be on the pathway to becoming an HR professional. This will typically mean enrolment to Memorial University of Newfoundland or the College of the North Atlantic in their respective business human resources programs.

### **Mentee Expectations**

- Take responsibility for your own learning. A mentorship program thrives when mentees are eager and ready to learn.
- Identify the areas of development that you wish to address and communicate your goals/objectives clearly. Set realistic expectations with your mentor.
- Discuss and set expectations regarding the method and frequency of contact and communication.
- Be proactive and prepared. Prepare an agenda/list of topics/questions for your mentor prior to meetings with topics of interest (if possible, share with Mentor in advance of meeting).
- Take responsibility and initiate contact with their Mentor at a minimum once a month.
- Take notes during each mentoring session and record any planned action items for future meetings.
- Be respectful of your mentor's time. Arrive at meetings on time (whether virtual or in person) and adhere to the scheduled time frame.
- Be willing to be coached, ask for and receive feedback in a non-defensive manner.
- Ensure that communication with your mentor is clear, concise, and respectful and maintain confidentiality and trust within your partnership.

### **Mentor Expectations**

- Willingness to participate and bring in-depth knowledge in at least one area of HR within the CPHRNL Competency Framework
- Help Mentee develop an appropriate development plan by providing feedback on the goals and objectives the Mentee developed.
- Give sound, constructive, and an honest review of the Mentee's progress.
- Discuss and set expectations regarding the method and frequency of contact and communication.
- Maintaining contact while encouraging the Mentee to initiate meetings.

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- Listening to the perspective of the Mentee while using open-ended questions to assist in the development of the Mentee.
  - Providing the Mentee with information about opportunities they may want to explore, such as projects, webinars, training, or networking.
  - Keep an open mind and treat the mentoring process as a learning opportunity. The best mentorships allow both parties to learn and develop.
  - Prepare for meetings in advance. Review the agenda provided by the Mentee prior to the meeting and think about potential resources or information that you can provide to your mentee.
  - Ensure that communication with your mentee is clear, concise, and respectful and maintain confidentiality and trust within your partnership.

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## Mentorship Agreement and Development Plan

The Mentorship Development Plan will guide the mentoring relationship and ensure that both parties remain focused on achieving their intended goals and objectives. An effective action plan addresses specific goals/objectives for the mentee and outlines specific actions to target those areas. The goals/objectives referenced in the plan will be the driving force behind the mentoring relationship and will aid in the development of learning activities. We encourage goals which are SMART (Specific, Measurable, Achievable, Realistic, and Time Specific).

The Mentorship Development Plan should be discussed in the first mentorship meeting but may take multiple discussions to complete. Formulating the plan earlier in the mentorship will allow for more focused meetings and greater success in achieving the mentee's goals/objectives. The number of goals/objectives is to be determined by both parties.

The mentor and mentee agree to maintain confidentiality of the topics discussed in the mentorship relationship. This includes the personal experiences shared unless there is a concern of harm to the mentee or others.

Learning Goals/Objectives	Related Competency from the CPHR Competency Framework	Planned Actions & Timing
<i><b>Example:</b> Enhance understanding of how to take a proactive approach to mental health and psychological wellbeing in the workplace.</i>	<i>Total Health and Wellness</i>	<i>-Attend the Mental Health and Psychological Wellbeing Webinar offered by CPHR NL together on DATE and debrief following. -Research and review resources XYZ and discuss the approaches together and how they may be implemented into an organization and what the challenges may be by July 31, 2022. -Develop a mock plan to implement a proactive program for mental health and psychological wellbeing in a medium sized organization by September 1, 2022.</i>

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We agree to the goals and objectives listed above in our Mentoring Development Plan as the focus of our mentoring meetings. We have read through and agree with the contents of the CPHR NL Mentorship Program Handbook.

**Mentor Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Mentor Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

Please return a copy of the Mentorship Agreement and Development Plan to the CPHR-NL Mentorship Committee by **May 12<sup>th</sup>** via [mentorship@cphrnl.ca](mailto:mentorship@cphrnl.ca).



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## Mentorship Program Topics and Ideas

While we encourage uniqueness to customize your own learnings and goals, here are some suggested icebreakers, topics, and ideas that matches can consider for their Mentorship relationship.

- Discuss how HR is conducted/practiced in the organizations you work in.
- Attend CPHR NL functions (i.e. roundtables, workshops) together.
- If appropriate, and both parties agree, introduce your partner to your own HR network.
- Share stories of your successes and challenges in your HR journey.
- Share a brief bio with your program match.
- Ask about your program matches' interests and hobbies.
- Discuss the differences and similarities between how HR is practiced in each person's organization.
- Visit the other person's office to obtain a greater understanding of their work and open up possibilities for further discussions in areas you may have thought about.
- Read a book that focuses on an area of development, i.e. leadership; and exchange thoughts and ideas while reading the book.
- Debate an issue. Take a particular action the Mentor or Mentee has encountered that may have been controversial and debate the pros and cons from both perspectives. Allow time to prepare.
- Regularly review the Development Plan to ensure you are still on track. If additional interests are identified that fit the development plan, consider adjusting the plan as initial goals are accomplished.
- Provide regular feedback to each other and evaluate progress.
- Review the [CPHR Competency Framework](#) and use as fuel for ideas for a topic area

### Question Ideas:

- Tell me about yourself!
- What are your expectations of me as a Mentor/Mentee?
- How did you move into X role?
- What were some challenges you faced in X position?
- What skills have been most beneficial for you?
- Do you keep up with recruiting trends? What's the most recent interesting trend you've read about?
- How would you describe your recruitment process?
- Have you ever had to develop a compensation strategy? How were these structured? Did they help in attracting top talent?
- What kind of employee perks and benefits do you think are necessary to keep employees engaged and motivated?

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- Have you ever had to change payroll or benefits providers? What did you do to minimize the impact felt by employees?
  - Are there any networking groups you think I should join?
  - What could I have done differently in this specific situation that may have improved the outcome?
  - Do you have any recommendations for professional development courses?
  - Are there any good books you can suggest that would help me improve X skill?

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## Mentorship Program FAQs

1. Do I need to be a member of CPHR NL to participate in this program?

Yes, the CPHR NL Mentorship Program is a members-only benefit.

2. How long does the program run?

Once matching is confirmed, it is anticipated the program will run for seven months from May 1<sup>st</sup> to November 3<sup>rd</sup>. When you apply, you are committing to participate in the program for the full duration.

3. Can I continue my mentoring relationship once the program has concluded?

If both participants agree, the mentoring relationship can continue for as long as desired. It's important to note that the formal program support is only in place for the official length of the program.

4. What do I need to participate?

Participants will require a CPHR NL Membership and access to resources/tools to facilitate communication.

5. Is there a charge to participate in this program?

There is no fee currently to participate in the CPHR NL Mentorship Program.

6. I have already self-identified someone to be my mentor/mentee, can I apply to the CPHR NL Mentorship Program and ask for that person specifically?

Yes, you can. However, we only match people together if both parties have agreed to work together. Both the mentor and the mentee will complete their application and specifically request to be matched with each other.

7. Does everyone who applies for the program get a match?

While every effort is made to provide all applicants with a match, we cannot guarantee that all participants will be placed. Determining factors may include number of program participants and appropriate matches.

8. I was matched with someone who doesn't exactly possess the qualities I had indicated on my application. Why did this happen?

We do our best to find you the best match possible given the pool of mentor candidates. Unfortunately, we can't ensure there will be a mentor who meets all of your requirements. Our aim is to find every mentee a mentor as best we can and that sometimes means that both mentees and mentors need to be flexible when it comes to expectations about their match.

9. What happens if I don't get matched?

We do our best to find everyone an appropriate match, however, it is dependent on the number of applicants received. If we are unable to find you a match, we will notify you before the onset of the program. Things can change, however and if an appropriate match is found during the first month after the program starts, then we will contact you to see if you are still interested in participating. After the first month, if we still haven't found you a match, we encourage you to reapply the following year.

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10. Am I only able to be matched within my region?

Given the connective abilities that technology brings, matches may be made across the province.

11. Can I be a mentor and a mentee?

Yes, however you must complete the online application for each position separately.

12. How often should I connect with my match?

You can connect with your match as often as you both like, but it is important to connect at least once a month for approximately one hour. We appreciate participants schedules and availability may vary so we encourage flexibility, however the duration and meeting times should be mutually agreed with your match.

13. How and what are we going to talk about during our first meeting?

The first meeting should be arranged at a convenient time for the mentor and mentee in an agreed upon format. The mentee is encouraged to take the initiative to reach out and facilitate scheduling a meeting. In this meeting, please complete the Mentorship Agreement and Development Plan and following, submit to [mentorship@cphrnl.ca](mailto:mentorship@cphrnl.ca). You may also wish to discuss a date for your next meeting. Please review the Mentorship Program Handbook to help guide your relationship with your mentorship match.

14. What kinds of activities can I do with my mentee/mentor?

The activities will depend on both parties' availability. Most of the participants are very busy but try to schedule an interaction (virtually) from time to time. Please remember that if you decide to invite your partner to an activity you are not expected to pay. It is important to discuss boundaries and expectation early on. You are not expected to attend social gatherings of a personal nature.

15. What do I do if the relationship with my mentee/mentor is not working?

Participants are encouraged to build a connection with your mentoring pair and make the relationship successful and beneficial. If after a few interactions, it is clear that the relationship will not work, please contact the [mentorship@cphrnl.ca](mailto:mentorship@cphrnl.ca) to discuss further solutions. Please do so as early as possible in the program.

16. I am a student member, and I don't have HR experience yet can I apply to the program?

Yes, student members who don't have any HR experience can apply to be a mentee in our program. However, we ask that you currently be enrolled in a HR education program and have identified at least one area of specific interest in the Human Resources field and have goals in mind to lead the agenda of discussions with your match.

17. I'm looking for a job, can the CPHR NL Mentorship Program help me?

The program is not intended to be a tool for job search and should not be the primary motivator for your application. Mentors are not expected to support an individual in their job search.

18. Are mentors responsible for academic assistance?

The Mentorship Program is designed to nurture professional development. Mentors are not responsible for providing academic assistance.

19. I participated in the CPHR NL Mentorship Program in the past, can I apply again?

Yes, you can.

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20. I don't have an hour per month to commit, yet am looking to get connected with HR professionals and support on a peer to peer level. Is the program right for me?

You may wish to participate in the Peer-to-Peer program offered by CPHR NL instead. Contact [membership@cphrnl.ca](mailto:membership@cphrnl.ca) or [executivedirector@cphrnl.ca](mailto:executivedirector@cphrnl.ca) for additional information.

21. How many CPD hours can I earn for participation in the CPHR NL Mentorship Program?

With formal acceptance into the CPHR NL Mentorship Program and written agreement through the Mentorship Program Agreement and Development Plan, you are eligible for 1 point per hour to a maximum of 25 hours over a three year period.

22. I have a question about the Mentorship Program, who do I contact?

If you have any questions or require support throughout the program, contact [mentorship@cphrnl.ca](mailto:mentorship@cphrnl.ca).