



American Association of Blacks in Energy
2013 Mentoring Handbook



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Executive Summary

As a membership benefit, a powerful mentoring program will serve to develop our current members and attract new members. An effective mentoring program is the perfect opportunity to leverage the skills and strengths of our members in order to train and develop each other. The AABE Mentoring Program is a 12-month program that provides a developmental experience for a number of carefully matched mentoring pairs. The primary goal of the relationship is the professional growth and development especially with regard to future management and leadership assignments.

Through the mentoring relationship, the mentor has the opportunity to coach, guide and share experiences and knowledge which will contribute to the mentees growth. Mentoring opportunities will vary according to the needs and interests of the mentee. Each Mentoring relationship will require time, commitment, and a clear plan of action.

This AABE Mentoring Program is designed to foster leadership development, expand the mentees' knowledge, skills, abilities, and broaden their understanding of the energy industry. The AABE has made a strong business case to demonstrate why the organization will devote the time, attention and resources to establish a formal mentoring program.

Program Goals

The purpose of establishing a mentoring program is linked to the organization's strategic plan. The further development, coordination, implementation and tracking will rely on the development of a Mentor Coordinating Council. The Mentor Coordinating Council will be selected by the 1st Vice Chairman of the AABE national board of directors. The Mentor Coordinating Council will be responsible for the success of this pilot program. The following are the tentative goals for establishing the AABE Mentoring Program:

- **Skills Enhancement** -- enable experienced highly competent member to pass their expertise on to others who needs to acquire specified knowledge and skills.
- **Career Development** – help plan, develop, and manage individuals' career goals. It also helps them become more resilient in times of change, more self-reliant in their careers and more responsible as self-directed learners.
- **Executive Leadership Development** -- mentoring encourages the development of leadership competencies. These competencies are often more easily gained through example, guided practice or experience than by education and training.
- **Recruitment** – mentoring can enhance the organizations recruitment goals by offering this professional development opportunity.

Program Framework

The intent of the AABE Mentoring Program is to create valuable learning experiences and developmental opportunities for Mentees. Participation in the program does not guarantee mentees a promotion or selection into a future position within their company. Mentees should be encouraged to become future Mentors when they become eligible.

The Mentoring Program will run for twelve (12) months. Participation in the program requires that the Mentee and Mentor:

1. Sign a Mentee/Mentor Agreement at the beginning of their program
2. Develop a Mentoring Action Plan
3. Submit periodic program progress reports

Mentees and Mentors will be expected to attend orientation and core training sessions that will be announced, meet on a schedule that is accommodating, for the duration of the program. Mentors and Mentees should also plan to participate in the closing ceremony, complete program evaluation forms, and help make recommendations to refine the program for future years.

The Value of an AABE Mentoring Program

The Value of being Mentored	The Value of being a Mentor	The Value for AABE
<ul style="list-style-type: none"> • Accelerated Development • Enhanced confidence interacting with senior leaders • Expands professional network • Increased job satisfaction & effectiveness • Increased likelihood of promotion • Increased knowledge and perspective outside the current job in the energy industry 	<ul style="list-style-type: none"> • Increases self-awareness • Expands mentor’s network • Leadership skill enhancement • Increased awareness of available talent to draw from • Increases mentor’s visibility in their organization • Opportunity to “give back” 	<ul style="list-style-type: none"> • Builds bench strength • Creates a developmental culture • Drives membership engagement & retention • Increased productivity & performance • Increased cross – organizational communication • Low cost development opportunity

Mentor/Mentee Matching

In initiating the Mentor/Mentee relationship, participants are asked to register for the program by completing a profile and application. To facilitate the matching/pairing process, both Mentors and Mentees will be required to provide information about themselves through the completion of an application. Information on each Mentor/Mentee will be reviewed by the Mentor Coordinating Council.

The Mentor Coordinating Council will facilitate the matching process with the Mentors. Based on the specified preferences of the Mentee, Mentors will be able to access the Mentees relevant information to make the final selection of the individual he/she will mentor. A Mentor will normally have one but no more than two Mentees at any one time. Subsequently a Mentee will only be allowed to have one mentor.

Establishing the Relationship

Mentees and Mentors must contribute equally to the mentoring relationship. There are some basic expectations for both parties that should be discussed and agreed to before the mentoring relationship begins. Before establishing a relationship, Mentors and Mentees should think about, discuss, and agree on:

- What is the focus of the mentoring relationship, career goals, business plans, projects, deliverables, etc.?
- What is the intended result? (job interviews, referrals, networking)
- How much time will be required? (one party may require more time- be flexible)
- How long will the relationship last? (12 months) Informal relationship may be established at the end of the program?
- Who should contact whom, when and how often?
- How quickly and often will questions be asked or answered?
- Will mentoring be done via email, phone, in person, IM, conferences, etc.?

Program Partner Roles

AABE – Mentor Coordinating Council:

- Hold Mentors accountable for mentoring and communicating with Mentees.
- Support program by allowing Mentors and Mentees adequate time for full participation.
- Ensure the Mentoring Program is operating effectively.
- Facilitate, encourage, and support the Mentee/Mentor relationship.
- Assist in the matching process by increasing awareness of the mentoring program.
- Assist in re-matching unsuccessful matches identified within the first 60 days.
- Mentor Coordinating Council members will be appointed by the 1st Vice Chairman of the AABE national Board.

Mentors:

- Share their professional experiences and knowledge with the Mentee.
- Assist the Mentee in developing current job skills, interests, and to set realistic career goals.
- Offer positive feedback and constructive criticism.
- Help Mentee expand his or her personal network and help arrange special assignments, shadowing experiences, etc.
- Coach/counsel the Mentee on effective problem-solving techniques and leadership skills.
- Teach by example and serve as an unbiased coach, confidant, and advisor.

Mentee:

- Actively demonstrate initiative and desire to learn
- Establish clear developmental goals and communicate openly about them
- Take responsibility for personal growth and development
- Be receptive to feedback and coaching
- Demonstrate an ability to work as a team player
- Possess a positive and constructive attitude
- Request for re-match can be made within the first 60 days to the Mentor Coordinating Council

AABE National Office:

- Provide technical assistance to the council
- Promote the program throughout the organization
- Assist with program implementation

AABE National Board of Directors:

- Support the Mentor Coordinating Council
- Authorization for AABE to build and implement a Mentoring Program
- Program oversight to insure program objectives are being achieved

Mentor & Mentee Commitment to the Program

The AABE Mentoring Program is built on mutual respect of the individuals involved. Mentoring relationships require a major commitment and responsibility on the part of the mentor and mentee to increase the chances of a successful relationship. There are critical skills and/or competencies for a successful mentoring relationship. In addition, it is essential to have a process framework that outlines expectations for individuals participating in the program.

The following outlines the commitment and responsibilities expected of both the Mentor and Mentee in the program:

1. Program participants are required to complete a Biographical (Bio) Sketch. Both Mentor and Mentee are required to forward the sketch to each other respectively.
2. Mentor shall initiate contact within 2 weeks of receipt of the mentee's bio-sketch.
3. Mentee shall complete a Mentee Needs Assessment Form, forward it to the Mentor prior to the initial meeting, and take it to the mentoring session.
4. Mentor should have no supervisory role with the Mentee.
5. Mentor and Mentee shall have regular communication face-to-face and/or by phone or Email. Be flexible in setting meeting dates to ensure the relationship isn't overburdened by distance or time. Regular communication should be at least once per month.
6. Mentor and Mentee should keep mentoring appointments as scheduled.
7. Mentor and Mentee shall meet face-to-face and together set goals for future meetings.
8. Mentor and Mentee will maintain confidentiality of information shared in mentoring sessions
9. Mentor and Mentee are required to complete a 6 month and Final evaluation form
10. Mentor/and or Mentee can request re-assignment if the parties are not receiving value out of the paired relationship.

Failure to meet these minimum expectations above will result in possible disqualification from the program.

Mentor's Responsibilities – What are Mentors expected to do?

A Mentor is an experienced person who advises a less experienced colleague. A Mentor shares his/her unique experiences, skills and strengths in support of a Mentee's development. Mentors must be willing to accept the commitment of time and energy to provide support to their assigned Mentee. Mentors should have a clear understanding of the mentoring process and must commit to spending an appropriate amount of time to establish an open, trusting relationship with a Mentee.

Mentors are required to:

- Initiate contact with their Mentee
- Meet at scheduled times
- Be a good listener
- Maintain confidentiality
- Provide independent insight based on unique experiences, skills and strengths
- Provide honest, constructive feedback
- Candidly share feedback that colleagues may be reluctant to share
- Maintain a positive attitude
- Promote Mentee creativity and skill development; encourage the Mentee to accept challenges and overcome obstacles
- Help the Mentee to develop goals, access resources, and build a professional network
- Encourage independence; not dependence. Foster career development and professional growth.
- Help the Mentee learn how to alter behaviors that might stunt their professional growth and advancement
- Provide access to networks that Mentee will find useful in his/her development and career
- Help Mentee acquire specific skills, explore issues, build on insights and self-awareness

Mentors should avoid these pitfalls:

- Minimize distractions, multi-tasking, or interruptions when meeting with your Mentee; focus on giving them your undivided attention
- Don't allow the Mentee to be "apron strings" dependent on you
- Don't assume responsibility for your Mentee's issues/problems
- Don't complain about your own problems
- Don't smother the Mentee with too much feedback
- Don't discount the Mentee's thoughts, feelings or concerns
- Canceling mentoring meetings at the last minute

Mentee Responsibilities –What are Mentees expected to do?

A Mentee is a less experienced person who receives guidance and helpful advice from an experienced colleague. By virtue of having a Mentor, a Mentee has a chance to obtain critical feedback that could be essential to fostering his/her career growth and professional advancement.

Mentees are required to:

- Assume responsibility for your professional growth and development
- Be respectful of your mentor's time; be prepared for your mentoring session
- Be engaged and listen actively to the advice provided by your Mentor
- Maintain confidentiality
- Ask for honest feedback
- Accept constructive feedback willingly
- Maintain a positive attitude
- Take initiative to follow-up on feedback given or items in your action plan
- Be willing to take risks; be open to new ideas
- Share knowledge and experience
- Notify your Mentor of problems, concerns or questions
- Complete 6 month and 1 year evaluations

Mentees should avoid these pitfalls:

- Agreeing to a time to meet, then canceling mentor sessions at the last minute
- Don't expect your Mentor to have or to be able to give you all the answers
- Don't expect your Mentor to remove all the obstacles in your way
- Don't get defensive when receiving critical feedback
- Don't have unrealistic expectations for your Mentor

Suggested Guidelines for Conducting an Effective Mentoring Session

The initial meeting between a Mentor and Mentee is a key cornerstone to developing a successful Mentor/Mentee relationship. Mentors should review the Mentee's background, career history, and learn whatever you can about the Mentee prior to the mentoring session. In the same token, Mentees should try to ascertain as much information (review their Bio-Sketch) on their Mentor prior to the initial meeting. To assist Mentors and Mentees in their discussions, the Program Coordinator can suggest periodic topics to discuss during the mentoring sessions.

Some suggested topics are:

- Managing conflict
- Career progression
- Importance of Networking
- Influencing others without authority
- Managing politics in the office and organization
- Time Management, Planning and Organizing
- New trends in technology or industry news
- How to handle Work/Life Balance issues
- Leadership Development

The following lists (but are not limited to) several suggested topics to be discussed by both parties at the initial meeting to ensure an effective mentoring session:

First Meeting

- Introduce yourselves and ask questions to learn more about each other. The Bio-Sketch is an excellent reference for background information.
- Discuss what you both hope to gain from this mentoring experience.
- Outline the objectives and parameters of the relationship.
- Propose meeting structure, including frequency, content, and location
- Mentor -- Explain your role as a Mentor; recount your own mentoring experiences (if applicable). Discuss what worked and what didn't.
- Review the list of responsibilities and pitfalls for Mentors and Mentees.
- Seek mutual agreement on commitment and responsibilities.
- Outline what you can and can't do.
- Use the Needs Assessment completed by the Mentee to discuss the Mentee's needs.
- Mentee – Explain your performance aspirations, and how you think mentoring can help.
- Share strengths and development areas
- Discuss challenges, barriers and obstacles limiting their performance
- Set a timetable to conduct follow-up sessions to review progress on goals/action items. Agree on meeting times and who will schedule them. Follow-up meeting should be scheduled within 3 weeks of initial meeting.

Suggested Guidelines for Conducting an Effective Mentoring Session

Second Meeting:

- Review and discuss the topics outlined for this meeting.
- Check how things are going. Ask about stumbling blocks.
- Have there been surprises? What has been great; what has been challenging? Help them by giving them ideas of resource persons they can contact to get their questions answered.
- Examine wider ranges of options to solve problems
- Schedule a 3rd meeting within 3 weeks.

Third Meeting:

- Review and discuss items selected for this meeting.
- Review open action plan items to gauge how the Mentee is progressing

Program Evaluation

Evaluation of the program is one of the most important components of the AABE mentoring program. Participants' reactions are necessary for program expansion and program improvements. Mentors and Mentees will first provide start-up expectations. Later they will participate in a mid-term review of the program which will include a discussion session with a coordinating council representative to identify areas of success as well as areas for improvement in how the program is designed and implemented.

Key performance measures will be utilized to determine program impact on participants. Program evaluation will include both qualitative and quantitative program performance measures.

Quantitative program performance measures which will be tracked include: promotions, changes in positions, organizations, compensation, etc. *(Council will expand on areas to measure.)*

Qualitative performance measures will be solicited from Mentors and Mentees through a feedback process to measure program success. The process will collect data from Mentors and Mentees at inception (expectations), then at mid-term (how are we doing?) and then at the end of the program year (final evaluations).

The results of program evaluations, both quantitative and qualitative, will be used to implement results-oriented program improvements.

Mentee Needs Assessment Form

The purpose of this Mentee Needs Assessment Form is to help prioritize areas of developmental need as a means of facilitating discussion with their Mentor. This is solely a discussion tool and is not an assessment that will be utilized for evaluation purposes.

Check Items for Discussion
Communications Topics:
<input type="checkbox"/> Presentation Skills
<input type="checkbox"/> Writing Skills
<input type="checkbox"/> Interfacing with Upper Management – Influencing without Authority
<input type="checkbox"/> Creating a Leadership Presence through Effective Communication
<input type="checkbox"/> Managing Conflict
<input type="checkbox"/> Understanding Non-verbal Communication
<input type="checkbox"/> Using Emotional Intelligence
<input type="checkbox"/> Other (Please specify) -
Professional Development Topics:
<input type="checkbox"/> Managing Change
<input type="checkbox"/> Dealing with Ambiguity
<input type="checkbox"/> Managing office politics
<input type="checkbox"/> Time Management, Planning and Organizing
<input type="checkbox"/> Career Ambition – Do you know what you want, and can it be realistically achieved?
<input type="checkbox"/> Goal Setting and Individual Development Planning
<input type="checkbox"/> Team Building and Staff Motivation Strategies
<input type="checkbox"/> Driving Execution and Sustainable Results
<input type="checkbox"/> Dealing with a Difficult Boss or Difficult Co-workers
<input type="checkbox"/> Resume Writing – Preparing an effective resume
<input type="checkbox"/> Personal Development Topics
<input type="checkbox"/> Others (Please specify) -
Personal Development Topics:
<input type="checkbox"/> Managing Work / Life Balance
<input type="checkbox"/> Preventing Job Burnout
<input type="checkbox"/> What would you like to gain from this mentoring relationship?
<input type="checkbox"/> Other (Please specify) -

Mentee Profile Form

Mentee Profile Name:	
Gender:	Work Phone:
Email:	
AABE Chapter:	Company:
Position:	
Position Description:	
Years worked in the industry:	Do you already have a professional mentor?:
Is it important to have a mentor in the same field?	
Please list your career interest?	
Please list the areas you would like a mentor to expand on?	
Please list your hobbies and interests:	

Mentor Profile Form

Mentor Profile Name:	
Gender:	Work Phone:
Email:	
AABE Chapter:	Company:
Position:	
Position Description:	
Years worked in the industry:	Are you retired?:
Please list why you would like to mentor an AABE professional:	
How often are you able to communicate with your mentee?	
Please list your hobbies and interests:	

AABE Mentoring Agreement Form

Name:
Phone:
Email:
Mentor:
Mentee:
Mentor's Goals Expectations:
Mentee's Goals Expectations:
Meeting Agreement (Frequency and Type of Meetings):
Additional Agreements:

Agreement Statement: We have identified both of our expectations with the understanding that: (a) We will exercise confidentiality; (b) This is a no-fault partnership that is external from our employers; (c) This agreement can be dissolved at any time upon request from either individual; (d) Should a problem arise with our mentor/mentee relationship, we will seek advice from the AABE Mentor Coordinating Council.

Mentor Signature: _____

Date: _____

Mentee Signature: _____

Date: _____

Example - Six and Twelve Month Mentoring Program Evaluation Form**Name:** _____ **Date:** _____**Position:** _____**Mentor:** _____ **Mentee:** _____

1. How often do you meet with your Mentor / Mentee?
2. What has been the most valuable aspect of the mentoring program?
3. Has the mentoring program met your initial expectations?
4. Do you have any questions or concerns related to the mentoring relationship or mentorship program? Please explain briefly.
5. Additional comments:

AABE Mentoring Journal

Mentee:
Date of Discussion:
Method of Communications:
Key Item/s Discussed :
Summary of Discussion:
Lesson/s Learned:
Next Scheduled Meeting

Action Steps	Action Item
Step 1:	Establish the Mentees Goals
Step 2:	Develop an Action Plan
Step 3:	Develop a format for communicating
Step 4:	Sign Mentoring Agreement Form
Step 5:	Forward Mentoring Agreement Form to the Mentor Coordinating Council.
Step 6:	Document each session with the "AABE Mentoring Journal."
Step 7:	Complete the six month review survey (online)
Step 8:	Complete the Twelve month review survey (online)