

Guide to the CABE Mentoring Program



Expanding Your Horizons

**Mentoring Committee
Canadian Association for Business Economics
September 2008**

Table of Contents

● Initiative _____	3
● Motivation _____	4
● Objectives _____	4
● Program Design and Matching Process _____	6

Appendices:

Mentoring Committee Members

Sample Development Plan

Application Form

Mentoring Program

Pairs will be arranged through a team of Chapter Liaisons from across the country and will meet either in person or by telephone over a set period to exchange ideas. During the initial exchange, they will agree, either formally or informally, on how best to structure the relationship (e.g., frequency of meetings, duration, and topics of interest). National and Chapter members are encouraged to apply to become a mentor or mentee. Application forms for the program are at the end of this document. Please note that students are not eligible.

The Initiative and Its Goals

- to create an informal mentoring program to facilitate the transfer and exchange of information between members through one-on-one relationships, thus contributing to the professional development of both parties
- to provide a confidential, efficient process to match members
- participation is voluntary, and matches will be arranged outside of one's organization
- mentees are encouraged to visit their mentors at convenient locations (e.g., places of work, coffee shop); in the case of long-distance relationships, participants will determine the mode of communication
- there are no costs or financial benefits associated with the program; the main tasks (providing matches, updating lists, and conducting occasional surveys) will be carried out by a group of volunteers
- besides submitting an application and curriculum vitae, mentees will be required to sign a waiver form releasing CAFE and the program administrators from any liability

Motivation: Helping the Leaders of Today and Tomorrow

Business economists are leaders in the world of commerce, government, and the non-profit sector on several levels. Most are concerned with the practical applications of economics and work for a variety of organizations. They probe issues such as energy costs, financial investments, inflation, employment levels, income inequities, pollution, taxes, consumer demand, sales, and business cycles. They tend to perform similar analytical tasks, whether they work for a research firm, a corporation, an educational organization, or government. Those who decide to become members of CAFE do so for a variety of reasons, including the opportunity to expand their learning experiences, build a network, obtain additional perspective, and advance their careers.

Today's workplace is exciting, vibrant, and constantly changing. As markets become globalized, the risks faced by the Canadian economy are more complex and externally oriented than ever before. For business economists to remain competitive and thrive, they must respond to this changing environment.

The CAFE mentoring program is designed to broaden the benefits and services to members, thus encouraging a more interconnected community of professionals. Matches occur outside of one's organization, potentially consisting of individuals from various demographic groups, occupations, sectors, and regions. This allows your mentor to focus on the broader issues, since he/she will be removed from your day-to-day work. A key goal of the program is to provide participants with a broader perspective of their careers.

Objectives of the Mentoring Program

The CAFE mentoring program is designed to achieve multiple objectives.

Benefits to those being mentored:

- allows them to tap into a wealth of knowledge and experience from an objective third party
- develops a broader view of one's choices by increasing exposure to different ideas and experiences
- improves performance in their current position or aids them in moving into uncharted territory
- provides a sense of connection to a broader workplace
- provides an opportunity to build a network of professional relationships
- exposure to leadership and more senior business economists
- offers feedback without formal evaluation and competing motivations
- provides a different perspective: on business and economic developments; on work demands at more senior levels, and on various options to navigate through one's chosen career

Benefits to mentors:

- allows them to crystallize and reflect on their own experiences and career lessons; enabling them to build on their experience
- provides an opportunity to develop other business economists
- greater exposure to new trends and economic concepts/techniques
- provides an opportunity to expand networks and foster professional relationships
- provides an environment to build and enhance coaching and mentoring skills
- requires no formal evaluations or managing responsibilities
- exposure to the culture and practices at other organizations (e.g., within or outside one's industry, or academic environment)
- offers an opportunity for professional growth from sharing what you know and providing perspective

Benefits to CABE and its Chapters:

- provides a means of communication among practicing business economists or those interested in economics
- builds a strong membership base and supports the formation and strengthening of CABE Chapters across Canada
- enhances the professionalism of members
- establishes a network with other applied economists, or those interested in business economics, for discussing common issues, and for learning the views of colleagues throughout Canada
- increases membership, Chapter participation, and informal exchanges between members
- fosters a dynamic environment that connects members from various demographic groups, occupations, sectors, and regions
- encourages a more connected community of professionals and strengthens CABE/Chapter events

Program Design and Matching Process

The purpose of the CABE Mentoring Program is to assist members in their career development. Its design is unique in that matches are made outside of one's organization, and all participants are volunteers. In this type of environment, being cognizant of workloads and respecting people's time and effort is paramount. It should be noted that the job of a mentor is not to intercede on behalf of a mentee in situations or to actively promote the mentee for jobs.

Program Design

The program is designed to create opportunities for members, at various stages of their careers, to participate in a mentoring relationship. The needs of the mentee will determine the objective of the relationship and the direction of the discussions. Goals include: establishing larger networks, offering avenues for support and advice, and opening two-way lines of communication between members.

Mentoring can take place in many settings and incorporate many styles of interaction. A flexible approach is a distinctive characteristic of CABE's program and, according to research, a key factor in successful programs. In other words, members should mutually decide how best to structure their relationship. Some mentoring programs advocate the use of 'mentoring agreements' (i.e., predetermining the duration of the relationship and the frequency/length of meetings) and 'mentee development plans' (see Appendix). This approach may be useful for some mentoring relationships, but not others.

The Mentoring Committee is a group of volunteers who organize and coordinate the program. The Committee consists of a national program coordinator designated by CABE's executive and a liaison(s) designated within each Chapter (see Appendix for a list of members). All Chapters are represented on the Committee through the liaisons. Given the organizational context of the program, members of the Mentoring Committee have limited time for ongoing support. Hence, this guide provides a comprehensive framework to establish and maintain a mentoring relationship, including roles and responsibilities. It is intended to orient mentors/mentees regarding their expectations.

Besides senior-level support from CABE and Chapter executives, there are three key players in the mentoring program: the mentor, the mentee, and the liaison. The roles of each are as follows:

The Mentor

- Volunteer
- Dedicated – understands the role and meets regularly with his/her mentee
- Guide – provides ideas and suggestions to consider as options to help mentees to achieve their goals and to keep focused
- Counsellor – listens to the needs of the mentee from an unbiased perspective
- Responsible – understands the distinction between mentor and supervisor and is responsible for ensuring that the mentoring relationship respects that distinction

The Mentee

- Volunteer
- Dedicated to the program – sets up appointments and meets mentor at a convenient location
- Drives the mentoring relationship and ensures that clear goals for the relationship are set and revisited as warranted
- Will have a career-related purpose in mind for the mentoring relationship
- Responsible for own career
- Performs well in current position

The Liaison

- Volunteer
- Member of the Mentoring Committee
- Matchmaker – introduces the mentor and the mentee
- Actively promotes the program
- Monitors and evaluates the program

Matching Process

- the Chapter liaison will accept and assess applications for mentees and mentors (application form is attached); alternatively, they may contact the program coordinator
- based on the submitted information, the Chapter liaison determines an appropriate mentor (possibly in collaboration with the program coordinator and/or other liaisons)
- when a potential mentor is identified, the liaison will approach them in confidence; the mentor can accept or decline
- if the mentor accepts, the liaison will speak to the mentee applicant and suggest a first exploratory meeting
- after the initial meeting, participants should decide whether or not to pursue a mentoring relationship
- if the initial exchange is positive, the mentor and mentee will agree either formally or informally on how best to structure the relationship (e.g., frequency of meetings, duration, and topics of interest)
- confidentiality will be respected (however, under no circumstances will CAFE, its Chapters, the program coordinator, or Chapter liaisons be held liable); mentees will be required to sign the attached waiver form

-
- mentoring relationships are unique, and flexibility is key to success; however, certain guidelines can be helpful:
 - establish well-defined objectives (such as “obtain contacts that allow one to do one’s current job better” or “gain a richer understanding of the profession to assist in navigating a career path”) or an agreement to guide the relationship
 - commit to meeting regularly for a specified length of time (an hour or two every month or so)
 - developing trust and maintaining the confidentiality of the information exchanged are paramount
 - exchanges can be more fruitful when mentees suggest topics to be discussed before the meeting, which allows mentors to prepare more adequately (mentee-driven agenda)
 - mentoring pairs should review their relationship and their progress towards objectives
 - relationships often run their course after a period of time (e.g., 12 months); terminating a relationship or switching to a different mentor are not signs of failure
 - if the relationship is not working; first review the agreement/objectives and try to come up with a mutually satisfactory go-forward solution
 - terminate the relationship if it is no longer meeting the requirements of the mentee

Mentoring is a partnership through which both the mentee and the mentor learn and develop. Most pairings are expected to be made within one’s Chapter, whereby participants can arrange face-to-face meetings. Sometimes the best mentor for a perspective mentee may be located elsewhere—even on the other side of the country.

Once thought to be a unique and undesirable arrangement (compared with same-location pairing), remote mentoring is becoming commonplace in several organizations and can be used to good advantage, provided participants work hard to keep connections stimulating and productive. In doing so, they should set up regularly scheduled telephone meetings just as they would for face-to-face meetings. Participants should call (or be ready to receive the call) exactly on time, and have their agenda, points, and questions in front of them. More structure is likely needed in these relationships. Emails, faxes, and spontaneous calls can also be useful. Mentors and mentees can get to know each other on an entirely different level through these creative communications. The goal is to keep in contact and convey the message: this mentoring relationship is on my mind and it is important.

The work experience and knowledge of the baby-boom generation is a valuable resource to Canadian corporations and institutions across all economic sectors. The impact as this cohort retires over the next several years will require professional guidance and a number of strategies for knowledge transfer to orient remaining employees. At the same time, retiring boomers, who have the ability to choose what they do, will likely become more involved with professional associations and explore part-time work. CAFE's mentoring program, given the right circumstances, encourages the participation of retired members.

This guide provides a national standard with respect to general procedures and approach of the CAFE Mentoring Program. Chapters and their regions, however, have particular cultures and demographics that may encourage them to use the program in their own way. For example, it may be possible for some Chapters to network with other mentoring programs, where there is a cultural or functional compatibility (e.g., share resources or create a larger pool of mentors).

MENTORING COMMITTEE

Name	Organization	Chapter	Email
John Harper	Western Economic Diversification	MABE (Manitoba)	john.harper@wd.gc.ca
David Amirault	Bank of Canada	AAAE (Atlantic)	damirault@bankofcanada.ca
Don Gilchrist	University of Saskatoon	OSAER (Saskatchewan)	gilchrist@usask.ca
Eric Lascelles	TD Securities	TABE (Toronto) - lead TABE contact	eric.lascelles@tdsecurities.com
Armine Yalnizyan	Canadian Centre for Policy Alternatives	TABE (Toronto)	armine@policyalternatives.ca
Andrew Sharpe	Centre for the Study of Living Standards	OEA (Ottawa)	andrew.sharpe@csls.ca
Christopher Lawless	British Columbia Investment Management Corporation	APEBC (British Columbia)	chris.lawless@bcimc.com
Greg Haymes	Bank of Canada	National Coordinator	ghaymes@bankofcanada.ca

Sample Development Plan

My Development Plan

My purpose in being mentored is _____

My goals are:

1. _____

2. _____

3. _____

My actions: what, how, and when I will achieve my goals:

Goal 1

	What	How	Time Line	Completion Date
Action 1				
Action 2				
Action 3				

CABE Mentoring Program

Application Form

Please complete the following items if you are interested in becoming either a mentor or a mentee.

Name: _____ Current Position: _____

Organization: _____ Department: _____

Phone: _____ Email: _____

1. I would like to be a mentor _____ mentee _____ in the mentoring program.

2. How many years of work experience do you have in a related field? _____

3. What specific characteristics are you looking for in a mentor or mentee?

4. FOR MENTEES: Goals and objectives (list three and rank): _____

5. Do you have any specific constraints on timing, duration, or location of mentoring relationship (unless specified, matches will be arranged within the same Chapter):

6. Do you have a person(s) in mind to be your mentor? If yes, please identify:

Other comments:

Send your curriculum vitae (or brief autobiography) and completed application to your Chapter's mentoring Liaison. In the subject line, please indicate "CABE Mentoring".

Acknowledgement and Waiver (for mentees)

I hereby understand and acknowledge that the Canadian Association for Business Economics (CABE) has established a Mentoring Program in order to provide assistance to mentees in their professional development and that the participation of mentors is completely voluntary. I hereby further understand and acknowledge that the Program facilitates a mentoring relationship that:

- is voluntary;
- may or may not have any specific time frame;
- is endorsed by CABE (by aligning it with the vision of CABE);
- occurs between an experienced, employed, or retired person (the mentor) and one other person (the mentee);
- is not between members of the same organization; hence, there is no direct, hierarchical or supervisory chain of command;
- is intended to benefit all parties in the relationship (albeit at different times) for personal growth, career development, goal achievement, and other areas jointly defined by the mentor and mentee;
- is intended to provide benefits to the community, or communities, within which the mentoring takes place;
- entails scheduled meetings—in person, electronically, or by other means of communication;
- respects confidentiality;
- is designed to facilitate the goals and objectives set out in the Mentee Application but in no way guarantees that those goals and objectives will be achieved; and
- focuses on professional guidance and support, constructive feedback, sharing of experience, and coaching.

In consideration of being permitted to participate in the CABE Mentoring Program, I, _____ [*name of mentee*], hereby waive, release, and forever discharge, the Canadian Association for Business Economics, its officers, and employees, and _____ [*name of mentor*], from and against all losses, claims, damages, demands, liability, causes of action or responsibility of any nature or kind whatsoever, caused by, directly and/or indirectly arising out of, my participation in the CABE Mentoring Program.

Name [Mentee]

Date

Signature [Mentee]