Mentoring program participants will be matched based on professional interests, using the information provided on the application form as a guide to find the best match. When a mentoring match is made, the mentor and mentee will be notified, and contact information provided.

This handbook provides some suggested topics for the meetings, but together the participating individuals will determine their expectations and how best to structure the relationship.

Through one-on-one contact, mentors will be a resource and a coach for a six-month period. Mentors and mentees must meet at least once a month during that time. Meetings can be in person, via phone, or by other virtual means. Participants may extend the relationship as desired.

If the mentor/mentee match is not a good fit, the participants should inform the ASHS Member Services Manager as soon as possible in the process.

The mentor and mentee will sign the ASHS Mentoring Program Partnership Agreement at the start of the mentoring period. Upon completion of the six month period, both the mentor and the mentee will complete the ASHS Mentoring Program Final Evaluation. These documents will be submitted to the ASHS Member Services Manager.

**Guidelines for making the most of your ASHS Mentorship**

The following guidelines provide some practical tips for making your mentor/mentee relationship a positive and rewarding one. The mentor and the mentee should start by having a conversation about their expectations, confidentiality, and the boundaries of the relationship. The participating individuals will discuss what they hope to gain from the program and decide how and when to schedule meetings.

**Mentor Tasks and Responsibilities:**

- Develop and maintain relationships with your mentee through regular contact (at least once per month)
- Serve as a positive role model for existing, new and young professionals
- Suggest appropriate coursework, workshops, or annual conference program sessions to help your mentee achieve career goals
- Connect your mentee with other professionals of interest
- Maintain confidentiality with any information shared (sign the ASHS Mentoring Program Partnership Agreement)
- Guide the mentee to identify realistic, attainable goals
• Guide the mentee to develop a plan, with clear tasks, for achieving his or her goals
• Support the mentee in following his or her plan
• Provide constructive feedback and accountability
• Evaluate what has been achieved and learned
• Accept constructive feedback and act on it in a timely manner
• Submit ASHS Mentoring Program Final Evaluation to ASHS Member Services Manager

Mentee Tasks and Responsibilities:

• Identify the skills, knowledge that you want to achieve and communicate them to your mentor
• Develop and maintain an action plan and work with your mentor to set up realistic goals, developmental activities, and timeframes
• Bring up new topics that are important to you at any point and give feedback to your mentor
• Work with your mentor to find resources for learning; identify people and information that might be helpful
• Look for opportunities to give back to your mentor; share any information that you think might be valuable
• Develop and maintain relationships with mentors through regular contact (at least monthly)
• Maintain confidentiality with any information shared (sign ASHS Mentoring Program Partnership Agreement and submit to ASHS Member Service Manager)
• Be prepared for each meeting
• Communicate effectively
• Provide regular updates to your mentor
• Accept constructive feedback and act on it in a timely manner
• Be open to trying new ideas
• Follow through on commitments
• Commit to on-going improvement
• Submit ASHS Mentoring Program Final Evaluation to ASHS Member Services Manager

Tips for Giving and Receiving Feedback

When you enter into a mentor/mentee relationship, the mentee invites honest, candid feedback from his/her mentor. Equally important is that mentees can offer valuable feedback to their mentors. This two-way feedback can be one of the most vital components of the relationship.

Effective Feedback:

• Happens in a timely and respectful manner
• Brings attention to specific behaviors
• Acknowledges outside factors that may have been a factor
• Highlights steps and offers ideas for improvement

Effective Feedback from Mentee:

• Responds to the mentor regarding the effectiveness of the advice and provides details about how it resulted in changed behavior or solved an issue
• Explains how the communication style and/or actions of the mentor contributes (or doesn’t) to a positive mentoring experience
• Puts forth suggestions for other aspects of the relationship that would be beneficial

Effective Feedback to Mentee:

• Provides specific observations of mentee's strengths and assets
• Discusses areas of potential growth and improvement, with examples of potentially damaging behaviors or attitudes
• Gives specific ideas of acts that will lead to forward progress (e.g. annual conference program sessions, workshops, helpful books and reference materials, etc.)

Discussion Ideas for Mentor Meetings

Please note that these topics are discussion ideas for your meetings, but they are only suggestions. They are to be used as a guide for your mentorship. If there are other topics that you have discussed over the course of your pairing that you feel would be valuable to others, please share them with us.

Meeting #1 – Introductions

• Discuss mentor and mentee career and educational backgrounds
• Discuss your goals and objectives for the mentorship program
• Decide on the best form of communication for scheduling future meetings (i.e. telephone, email)
• Decide how to schedule meetings and how often to communicate
• Review and sign the ASHS Mentoring Program Partnership Agreement

Meeting #2 – Career Planning

• Discuss 5-10 year planning and how you both plan to achieve your goals
• Discuss skills necessary to achieve these goals

Meeting #3 – Work/life balance

• Discuss the challenges in achieving work/life balance
• Outline a plan for achieving professional success without sacrificing your personal/family life

Meeting #4 – Leadership/Teamwork
• Discuss the importance of leadership and teamwork to being successful
• Talk about the challenges of working as part of a team
• Identify characteristics of a good leader and steps for improving your leadership skills

Meeting #5 – Upcoming Professional Challenges
• Discuss concerns faced over the course of the mentorship
• Identify lessons that you have each learned
• Bring up other topics that you have not previously covered but wish to share with each other

Meeting #6 – Ending Evaluation
• Evaluate your mentorship
• Celebrate successes
• Discuss what worked and didn’t work in your mentorship
• Create a list of suggestions to help future ASHS mentor/mentees