

# Mentorship Toolkit



leaders building leaders

 CUTA's Mentorship Program

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# Introduction

CUTA's mentorship program – Leaders Building Leaders – helps emerging leaders in the transit industry develop knowledge and skills. Mentors and mentees connect at least five times a year to discuss their experience working in the industry. Together, they set goals for a mentee's future success while expanding networks and building professional relationships.

## Mission

To develop emerging leaders within the transit industry by building positive relationships between mentors and mentees, fostering personal and professional development and creating opportunities for networking.



# Values

## Teamwork

Creating a partnership of expertise and skills while sharing knowledge to create mutual decisions.

## Respect

Listening to others' opinions and recognizing their abilities while showing empathy to those you work with.

## Integrity

Following through with goals using a high level of effort while being transparent and accountable.

## Innovation

Being open to change and new opportunities by applying new skills and ideas.

# Goals

## 1

Increase the number of professionals choosing a career in the transit industry.

## 2

Provide new transit professionals with a deeper understanding of the industry.

## 3

Foster transferable skills through goal-setting and a one-on-one training.

## 4

Create opportunities to acquire knowledge about specializations and roles within the transit industry.

## 5

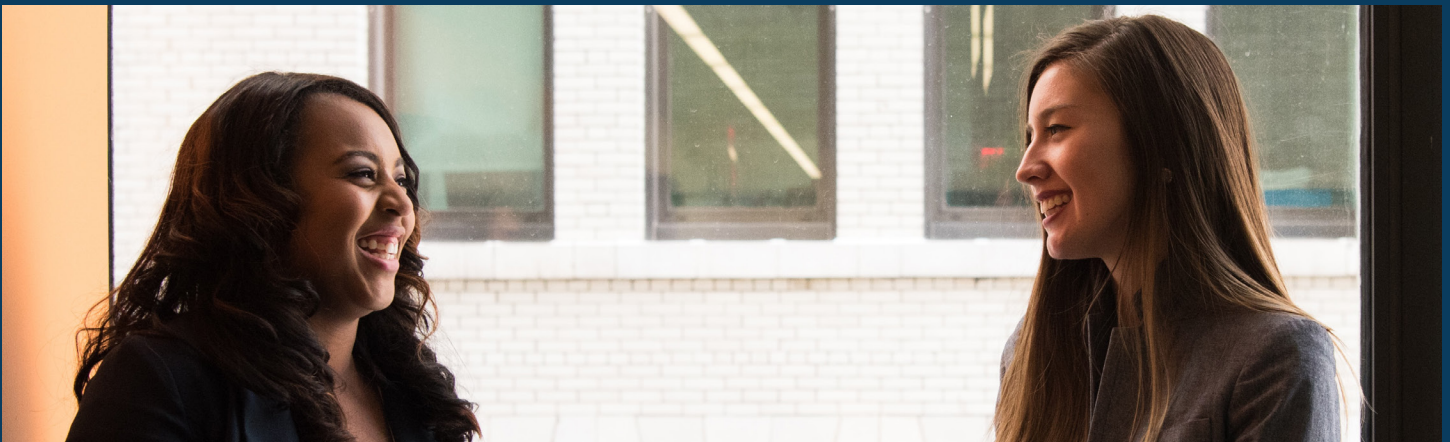
Develop emerging leaders while championing equity, diversity, and inclusion.



# Program Benefits

## Mentors

- Reflect on personal and career lessons.
- Coach young professionals and strategize ideas in a professional environment.
- Share networks and professional relationships.
- Connect with diverse cultures and practices of other employees and their experiences.
- Grow personally and develop transferable skills such as leadership and communication.



## Mentees

- Grow personally and develop transferable skills through learning, open communication and analytical thinking.
- Connect with diverse cultures and practices of industry professionals and their experiences.
- Gain knowledge by learning from a mentor's experiences, while building self-confidence and self-awareness.
- Network and make professional references.

# Becoming A Mentor / Mentee

## Mentors

- Must have a minimum of 10 years work experience within the transit industry.
- Willing to be a role model for emerging leaders.
- Willing to commit 10 hours a year to mentoring.
- Open communication skills to effectively communicate experiences to mentees.
- Open to constructive feedback.
- Enthusiastic about the transit industry.
- Must be a CUTA member.



## Mentees

- Must have a minimum of one year work experience in the transit industry.
- Willing to explore new experiences and roles.
- Must have open communication skills to effectively communicate with mentor.
- Open to constructive feedback.
- Willing to learn and gain a deeper understanding of the transit industry with an enthusiastic attitude.
- Must be a CUTA Member.

# Program Design

## Matching Process

- A dedicated CUTA email address will be created to collect mentorship information.
- CUTA will send out regular e-blasts to all members about the program with a link to the mentorship application form.
- Applications will be matched by the selection committee based on similar interests.
- Mentor/mentee bios will be posted and communicated with each other.



## Leaders Building Leaders - Program Structure

- Mentors will commit to a one-year term consisting of at least 10 hours of mentorship training, divided between five sessions
- Mentor and mentee introduction will be hosted over a virtual meet and greet
- The mentor will conduct a one-hour follow-up discussion with their mentee
- A roughly one-hour long session should be held every quarter to discuss structured topics, industry-related issues and career development opportunities
- The set of five meetings represents the minimum commitment required
- Mentors and mentees can discuss whether they want to meet more frequently





# Program Design

## SMART Goals

The **SMART** goal framework helps mentors and mentees understand, prioritize, track and achieve their goals.

### **SPECIFIC**

What is the specific outcome you would like to achieve by the end of the program?

### **MEASURABLE**

How will you know when you have reached your goal? How will you track your progress?

### **ATTAINABLE**

Can you reasonably reach your goal by the end of your timeframe? What are the steps you will take to reach your goal?

### **RELEVANT**

How does your goal relate to the mentorship program? What skills do you hope to develop?

### **TIMED**

What is the timeline for your goal? When do you plan to achieve it?



# Program Design

## First Meeting Checklist

- Get to know your mentor/mentee.
- Introduce yourself:
  - What are your expectations of the mentorship program?
  - What are your professional goals?
  - What is your learning style?
- Understand your partner's interest in the program and work together to create SMART goals.
- After the meeting, reflect on what you and your partner discussed and how you can apply it to your role in the transit industry.



## Discussion Topics and Activities for Mentorship Meetings

Mentors and mentees are encouraged to communicate often, with the method, frequency and duration of communication determined by mutual agreement.

Below are prompts/suggestions to get conversations going. Mentors and mentees can revise, add, and explore other topics and questions that fit their interests, expectations and experiences.

### · Introduction & Career Interests

- Are you happy at your current job? What do you like about it and what would you change or do differently?
- How were you introduced to CUTA?
- What do you know about the career options in public transportation? (business members)
- Discuss your expectations for the year (from each other as mentors/mentees). What do you hope to gain from the program?

### · Goals & Action Plan for Program Year

- What are your strengths? What are your areas for growth?
- What areas of the transit industry are you interested in learning more about?
- What short- and long-term career goals have you considered?
- What competencies do you need to build to achieve your career goals?
- Describe the top three skills used to excel in the transit industry.

### · Organizational Structure

- Describe your organization's finances/budgets and structure.
- Describe your organization's stance on equity, diversity and inclusion.
- Describe your experience within the organization so far.
- What changes (if any) were introduced over the course of the pandemic?

### · Career Opportunities

- What career opportunities are available to you at your current organization?
- What makes you qualified and what steps can you take to prepare for those positions?
- Where do you see yourself in the next three years?
- What career options are you interested in outside of your organization (if applicable)?
- Do you have a good understanding of your organization's mission and goals, as well as each department's role?

## Discussion Topics and Activities for Mentorship Meetings

### • Program Wrap-Up & Next Steps

- Did you achieve the program goal(s) identified at the start of the year? Discuss what you were able to accomplish and any steps needed to achieve the goal(s).
- Are there any professional development topics that we haven't covered that you're interested in exploring today?
- What are your takeaways from the *Leaders Building Leaders* mentorship program?
- Ask for feedback from your partner in the mentorship program.

### • Suggested professional development topics include:

- Leadership
- Work/life balance
- Generational differences in the workplace
- Managing up, down and laterally
- Handling difficult conversations
- Managing through organizational changes



## Feedback Survey

- At the end of the mentorship program, CUTA will send out an e-blast with a link to a feedback survey.
- The survey will ask a variety of questions relating to your experience with the *Leaders Building Leaders* mentorship program.

# Appendix A

## Tips for Success

### Giving and receiving effective feedback

- Approach criticism in a positive way to ensure you are giving constructive feedback that can help you move forward.
- To be constructive, ensure you are listening to the other person's perspective. Focus on creating positive change and a different outlook on the situation.
- When receiving feedback ensure you are listening openly and communicating effectively.
- Learn more about how to give and receive constructive feedback.

### Unconscious bias and microaggression

- Unconscious bias consists of the implicit stereotype or assumption that can happen without one's knowledge, control and/or intention.  
<https://youtu.be/dVp9Z5k0dEE>
- Microaggression consists of verbal, behavioral or institutional actions that play a part in stereotypes or discrimination against a group of people.  
<https://youtu.be/cPqVit6TJjw>

### Communicating with your mentor/mentee

- Communicate goals with your mentor/mentee.
- Identify areas that you would like to learn about most.
- Listen openly to innovative ideas and perspectives.
- Ask and be open to questions.
- Know that everyone is different and comes from diverse backgrounds and cultures.
- Understand that communicating virtually can be challenging so ensure you are open and calm.
- Agree on expectations.

# Appendix A

## Mentorship Tips

### **Lead by Following**

The mentee should lead the mentoring discussion. Mentors need to let the mentee know it is his or her job to drive the partnership.

### **Chart a Course**

Good mentoring starts with an exploration of where the mentee wants to end up. These goals become the foundation of partnership.

### **Create a safe place**

Trust is the key to mentoring. Mentors need to focus on developing trust with a mentee so that the true benefits of mentoring can be realized.

### **Good Questions Beat Good Advice**

The best mentors challenge us to think. A mentor who only dispenses advice misses opportunities to expand a mentee's thinking.

### **Balance Empathy**

Part of being a trusted advisor is giving the mentee a place to vent frustrations. Good mentors find the balance between showing empathy and encouraging the mentee to take action.

### **Foster Accountability**

One of the hidden powers of mentoring is the accountability that it creates for the mentee to take action. Mentors can create subtle accountability that encourages engagement while still offering support.

### **Fill the Toolkit**

Many potential mentors do not step up to the role because they fear they have to have all the answers. Good mentors know when to reach out and help a mentee find the answers by tapping into other resources.

### **Honour the Journey**

Mentoring has a natural life cycle, and there will come a time in most partnerships when the mentor needs to step back and play a less active role with the mentee. Good mentors recognize this transition as a sign of a mentee's growth and use it a time of reflection, celebration and transformation.

# Appendix B

Inspire and influence the evolution of Integrated Urban Mobility

## Leaders Building Leaders Mentorship Program Agreement

We, \_\_\_\_\_ (the Mentor) and \_\_\_\_\_ (the Mentee), agree to enter a voluntary mentoring relationship which we expect to benefit us mutually. We agree to the following:

- To respect the confidential nature of information discussed at mentoring meetings.
- To make scheduled meetings a priority.
- To provide necessary support, participation and commitment to each other.

We agree to a no-fault conclusion of this relationship if, for any reason, it seems appropriate to do so.

### **Release from Liability**

The aim of CUTA's *Leaders Building Leaders* mentorship program is to encourage an open exchange of information and ideas between mentors and mentees. CUTA cannot and does not review communications between mentors and mentees.

Mentor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Mentee Signature: \_\_\_\_\_ Date: \_\_\_\_\_