



Energy Industry Workplace Mentoring Toolkit



PUBLISHED DECEMBER 2016

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The American Public Power Association represents not-for-profit, community-owned electric utilities that power homes, businesses and streets in nearly 2,000 towns and cities, serving 48 million Americans. More at www.PublicPower.org.

Workforce Planning is a strategic initiative of the American Public Power Association through which we help our member utilities meet the workforce challenges facing public power. We will provide data and reports to help our members educate their governing bodies on the need to pay competitive salaries. We will also disseminate best practices to support our members' recruiting and succession planning efforts and to help train new employees. APPA will work to make public power jobs more attractive to a diverse workforce.

Formed in March 2006, the Center for Energy Workforce Development (CEWD) is a nonprofit consortium of electric, natural gas, and nuclear utilities and their associations— Edison Electric Institute, American Gas Association, Nuclear Energy Institute, National Rural Electric Cooperative Association, and American Public Power Association. CEWD was formed to help utilities work together to develop solutions to the coming workforce shortage in the utility industry. It is the first partnership between utilities, their associations, contractors, and unions to focus on the need to build a skilled workforce pipeline that will meet future industry needs.

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Mentoring Toolkit Overview

The first year on the job can be overwhelming. This toolkit provides structure for the first several months of a mentor or supervisor and the mentee or new employee working together to address the typical issues a new employee has. Use this toolkit to jumpstart a mentoring program or enhance what your company already has in place.

It is recommended that the mentor and mentee meet every other week, using the nine session documents included in this toolkit:

- Session 1: Getting to Know Each Other & Company Culture
- Session 2: Understanding Your Job Activities
- Session 3: Understanding My Organization
- Session 4: Understanding Processes, Policies, and Procedures
- Session 5: Working with My Supervisor
- Session 6: Working with Colleagues
- Session 7: Handling Workplace Challenges
- Session 8: Handling Personal Challenges
- Session 9: Professional Development Goals

After the nine sessions, the mentor/mentee can decide what will work best. The session documents are available in Microsoft Word — APPA members can download them at www.PublicPower.org/Workforce and customize to their needs.

This toolkit includes a quick start guide as well as articles, applications, and questionnaires.

Questions? Contact Ursula Schryver, Vice President, Education & Customer Programs, American Public Power Association, at USchryver@PublicPower.org or Valerie Taylor, Educational Consultant, Center for Energy Workforce Development at Valerie@cewd.org.



Mentoring Quick Start Guide

Step 1: Gauge interest and commitment for a formal mentoring program.

Any organization interested in developing a formal mentoring program needs to create a business case and address why this program is needed, what the organization hopes to gain, and what components the program should include.

While mentoring programs are successful for many reasons, it is important to determine if a mentoring program is right for *your company*. This can be done through informal and formal conversations with employees, a survey, and interviewing senior management to determine if they think the climate would be supportive of a mentoring program and the level of commitment.

If you determine the answer is “yes,” proceed to Step 2.

Step 2: Identify the senior-level sponsor and program manager.

The responsibilities of the senior-level sponsor are as follows:

- Communicate the purpose and need for the program to the organization’s stakeholders.
- Obtain and maintain the support of the organization’s stakeholders.
- Facilitate the communication of the benefits of the program to all members of the organization.
- Facilitate or provide approvals for the program’s policies, rules, plan of action, and materials.

The responsibilities of the program manager include:

- Form a working group or task force of employees who are enthusiastic about mentoring to help implement the program.
- Develop the implementation plan.
- Ensure that the milestones for the implementation plan are met.
- Get approvals from the senior-level sponsor, as necessary.
- Oversee the evaluation of the program and write a report to senior-management.

Step 3: Develop an implementation plan.

The program implementation plan should include the following elements.

Purpose: Why does the organization want to implement a mentoring program?

Success Factors: What will be used to determine the success of the program? This could include factors such as number of mentors/mentees, ratings from mentors/mentees, increase in employee retention, or overall employee job satisfaction.

Budget: What will it cost to implement the mentoring program? Will you include direct costs (printing of materials, refreshments for meetings, etc.), indirect costs (salaries, benefits, and overhead to implement and participate in the program) or both?

Program Structure: Parameters include:

Who will be in the program?

- Set up pairings as the requests come in or require all members to have one pairing.
- Set up pairings based on job positions – only some roles are required to be mentors and some are required to have a mentor.
- Possibly make it part of a new hire process or a promotion process.

Is it voluntary or mandatory?

How you define the program and what each person (mentor and mentee) needs to do?

Define the roles and what documentation is required, if any.

Will you start as part of a new hire program?

How long will a pairing last? What are the options for going past the initial pairing?

Marketing/Promotion Plan: Once the program is ready to launch, how will you promote it? Ideas include a dedicated section on the internal website, program flyers, posters in the breakroom, announcements at meetings, and an information session.

Timeline: What are the critical activities to implement the program? Who are the responsible parties?

CEWD and APPA have created a toolkit to jumpstart your mentoring program. This includes applications for both the mentor and mentee to help with matching and a set of formal sessions to get the mentor and mentee started. You can find the toolkit at www.PublicPower.org under Workforce.

Step 4: Conduct an orientation session for interested mentees and mentors.

Schedule an orientation session with interested mentees and mentors. At the meeting, discuss:

- Program goals
- How the program works (go over items in toolkit)
- Expectations of mentees and mentors
- Application and matching process
- Program start and completion dates
- What to do if program is not working out for mentee or mentor

Step 5: Match mentees and mentors.

Using the information from the mentee and mentor application, pair mentees interests and goals with a mentor who has the relevant knowledge, skills, and experience.

Step 6: Implement the mentoring program.

Based on the program start and end dates, have the mentees and mentors conduct their meeting sessions. Provide enough time and flexibility, yet also set the expectation that they need to complete all of their sessions. Given the trust built between the mentee and mentor and the importance of confidentiality, employees should not have to turn in their session worksheets.

Step 7: Evaluate the mentoring program.

It is important to ask mentees and mentors for feedback on the mentoring program. Provide a simple, anonymous survey that includes questions such:

- How was your overall experience with the Mentoring Program?
- Were you and your mentor (or you and your mentee) able to build a comfortable working relationship?
- What did you think of the structured program sessions? Were there any that were especially beneficial? Any that you would recommend be added or removed?
- What did you like best about the Mentoring Program? What did you like least?
- Comments.

Step 8: Write a final report with recommendations to senior management.

The last step of implementing a new mentoring program is writing a final report evaluating the program and recommendations for the future.



Mentee Application

Name:

Title:

Department:

Work Address:

Email Address:

Phone Number(s):

How long have you worked in your current position?

How long have you worked at the company?

Describe your current and prior professional experience and responsibilities:

What are your short term professional goals?

What is your long term career goal or aspiration?

Describe your educational background (What if any degrees do you have; name of education institution(s); certifications):

What are your main interests and passions outside of work?

Have you had a mentor before? If yes, what did you like and dislike the most about the experience?
What are two primary things you would like your mentor to help you with?

What are two traits (skills, knowledge, experience, attributes) you would like your mentor to have?



Mentor Application

Name:

Title:

Department:

Work Address:

Email Address:

Phone Number(s):

How long have you worked in your current position?

How long have you worked at the company?

Describe your current and prior professional experience and responsibilities:

How would you describe yourself in terms of personal attributes as well as professional knowledge and skills?

Describe your educational background (What if any degrees do you have; name of education institution(s); certifications):

What are your main interests and passions outside of work?

Why are you interested in serving as a mentor?

Have you served as a mentor before? If yes, what did you like and dislike the most about the experience?

What are two primary things you would like to help another employee accomplish through mentoring?

What if any preferences do you have regarding specific mentee characteristics or experience?

Please describe any special needs that will help you participate fully in the program.



Getting to Know Each Other & Company Culture

Below are discussion points for the mentor and mentee to use for their first meeting. Feel free to add topics as the conversation flows.

Questions for the Mentee

- What do you hope to get out of the mentor/mentee relationship?
- Share about your journey to the energy industry.
- What are you most excited about with your new job?
- What are you most apprehensive about with your job?
- Which nuances do you think might be different in working for an energy company?
- Tell me about your family and interests outside of work.

Questions for the Mentor

- Why did you decide to become a mentor?
- What do you hope to get out of the mentor/mentee relationship?
- Share about your journey to the energy industry.
- What do you like most about your job?
- What do you like least about your job?
- Which nuances were a challenge for you when you transitioned to working for an energy company?
- Tell me about your family and interests outside of work.

Topics for Discussion about Company Culture

- Discuss how working for an energy company and a public power utility is different from other organizations.
- Discuss how working for an energy company and a public power utility is similar to other organizations.
- In any organization there are unwritten rules of how things are done. What are some unwritten rules that the new employee should be aware of?
- How does the chain of command operate in this company and how does it differ from other organizations?
- In terms of how things are done around here, what should the employee be aware of that may differ from how things are done in other organizations?
- Does the employee have any questions regarding the benefits provided him as a new employee that possibly the mentor can assist with or at least direct the employee where to get answers?
- Provide any guidance on how the employee can build rapport with his colleagues and manager.



Understanding Your Job Activities

TO BE COMPLETED BY THE MENTEE.

This activity will help you learn more about your job responsibilities. Answer the following questions to the best of your knowledge in advance of the second session with your mentor.

- As I currently understand it, my roles and responsibilities are:
- As I currently understand it, my roles and responsibilities are relevant to the organization's mission, goals, and objectives in the following way:
- As I currently understand it, my supervisor and/or co-workers will rate my job performance, **either formally or informally**, based on the following:

Primary Tasks - I am responsible for completing the following major tasks or projects:	Indicators of Quality - Doing this task well means the following qualities will be present in my work:	Target Outcomes - If I do this task well, the expected end result will be:

- Questions I have for my supervisor and co-workers about my roles, responsibilities, and the job performance expectations are:

Questions or requests for assistance for my mentor related to "Understanding My Job & Performance Expectations" are:



Understanding My Organization

TO BE COMPLETED BY THE MENTEE.

This activity will help you learn more about the company. Answer the following questions to the best of your knowledge in advance of the third session with your mentor.

- In my own words, the organization's mission is:

- The organization's yearly goals and objectives are:

- The organization measures its success in terms of:

- The values the organization seeks to operate by are:

- The organization's culture is characterized by:

- Key leaders of my organization are:

- The primary customers/clients of my organization are:

- The primary partners of my organization are:

- Current changes occurring within my organization are:

- Recent accomplishments or successes of my organization are:
- The organization's primary challenges at present are:
- I expect my job could be affected by what I have learned about my organization in the following ways:

**Questions or requests for assistance for my mentor related to
"Understanding My Organization" are:**



Understanding Processes, Policies, and Procedures

TO BE COMPLETED BY THE MENTEE.

This activity will help you learn more about how processes, policies, and procedures impact your job. Answer the following questions to the best of your knowledge in advance of the fourth session with your mentor.

The following organizational processes, policies, and procedures have specific relevance and bearing upon my job in the following ways:

Specific Process, Policy, or Procedure	Relevance to My Job - The implication(s) for my job is:	Remaining Questions - What I still need to learn about this is:

Questions or requests for assistance for my mentor related to "Understanding Processes, Policies, and Procedures" are:



Working with My Supervisor

TO BE COMPLETED BY THE MENTEE.

This activity will help you learn more about the best way to work with your supervisor. Answer the following questions to the best of your knowledge in advance of the fifth session with your mentor.

As I currently understand it, my supervisor prefers to work and communicate with me in the following ways for the following purposes/situations:

My supervisor prefers...	Specific Purpose or Situations
I consult him/her when:	
I consult others when:	
I complete the work independently when:	

Type of Interaction	My supervisor prefers this why, when, where, and how often:	Implications for my work:
Meet face-to-face one-on-one		
Meet face-to-face as a group		
Communicate by telephone		
Communicate by email		
Communicate by written memo or report		

Questions or requests for assistance for my mentor related to "Working & Communicating with my Supervisor" are:



Working with Colleagues

TO BE COMPLETED BY THE MENTEE.

This activity will help you learn more about the best way to work with colleagues. Answer the following questions to the best of your knowledge in advance of the sixth session with your mentor.

Our job performance is not just a result of our own hard work. We may work alongside other employees to jointly perform certain responsibilities and we may rely on others performing their responsibilities so we can perform our own. Just as we may depend on others to perform their jobs well, other employees may depend on us. For this reason, it is important to develop a clear understanding about both how our work affects others and how our work may be affected by others. Learning the ropes requires learning about and considering the perspectives and expectations of other employees with whom our job responsibilities intersect.

In the space provided below, list any people your work may affect and also any people whose work may affect you. Ask yourself the following questions as you reflect on the implications of your work:

- How will each person listed be affected by my work and job performance and what expectations are they communicating to me about the intersection of our jobs?
- How will each person listed affect my work and job performance and what expectations do I need to communicate to him/her about the intersection of our jobs?

Specific Person & Their Role/ Responsibility	How Our Work Intersects - The way our work relates and what this means for my job is:	Remaining Questions - What I still need to learn about working and communicating with this person is:

Questions or requests for assistance for my mentor related to "Working & Communicating with Others" are:



Handling Workplace Challenges

TO BE COMPLETED BY THE MENTEE.

This activity will help you learn more about the best way to handle workplace challenges. Answer the following questions to the best of your knowledge in advance of the seventh session with your mentor.

A workplace challenge is a situation or condition experienced at work that makes performing your job difficult. Your mentor can serve as a sounding board and resource for handling challenges that you may encounter at work. If you are experiencing a challenge, use this worksheet to reflect upon and articulate the problem and how it is affecting you. Ask your mentor to help you identify strategies or resources for addressing the challenges.

- A challenge I am faced with at work is:
- The ways in which this is affecting me and my job performance are:
- Some actions I might take or resources I might use to address this challenge are:

All individuals face challenges at work at times that cause stress and may interfere with job performance and productivity. Your mentor can be a valuable source of support for handling these challenges. In addition to listening and offering encouragement, your mentor may have helpful suggestions for handling challenges based on his/her own personal experiences or knowledge of resources.

If you are looking for support and helpful resources, a good place to start is the **Employee Assistance Program (EAP)** at your company. EAP offers free, voluntary, confidential short-term counseling and referral for various issues affecting employee mental and emotional well-being, such as alcohol and other substance abuse, stress, grief, family problems, and psychological disorders.



Handling Personal Challenges

TO BE COMPLETED BY THE MENTEE.

This activity will help you learn more about the best way to handle personal challenges. Answer the following questions to the best of your knowledge in advance of the eighth session with your mentor.

A personal challenge is a difficult situation or condition experienced outside of work. Personal challenges can have an adverse effect on your job performance and career. Your mentor can serve as a sounding board and resource for handling challenges that you may encounter outside of work. If you are experiencing a challenge, use this worksheet to reflect upon and articulate the problem and how it is affecting you. Ask your mentor to help you identify strategies or resources for addressing the challenges.

- A challenge I am faced with outside of work is:
- The ways in which this is affecting me (may or may not include effects on job performance) are:
- Some actions I might take or resources I might use to address this challenge are:

All individuals face personal challenges outside of work at times that cause stress and may interfere with job performance to some degree. Your mentor can be a valuable source of support during difficult times. Opening up to him or her about personal challenges may help you cope with stressful or anxious feelings. In addition to listening and offering encouragement, your mentor may have helpful suggestions for handling your challenges based on his/her own personal experiences or knowledge of resources related to your challenge.

If you are looking for support and helpful resources, a good place to start is the **Employee Assistance Program (EAP)** at your company. EAP's that offers free, voluntary, confidential short-term counseling and referral for various issues affecting employee mental and emotional well-being, such as alcohol and other substance abuse, stress, grief, family problems, and psychological disorders.



Professional Development Goals

TO BE COMPLETED BY THE MENTEE.

This activity will help you identify professional development goals. Answer the following questions to the best of your knowledge in advance of the ninth session with your mentor.

Energy companies offer their employees a variety of training and professional development opportunities designed to improve job specific skills and knowledge. Once you've identified your own professional development and job performance goals, learn more about the professional development options offered by your company. Ask your mentor, your supervisor, co-workers, and human resources staff what training and professional development programs are offered within your own organization.

In the spaces provided below, identify two professional development goals for the coming year and activities that will help you achieve these goals:

Goal #1:

Professional development activities I will pursue in order to achieve this goal are:

Goal #2:

Professional development activities I will pursue in order to achieve this goal are:



Workplace Mentoring Resources

Workplace Mentoring Resources

Best Practices: Mentoring

Office of Personnel Management

<https://www.opm.gov/policy-data-oversight/training-and-development/career-development/bestpractices-mentoring.pdf>

The Modern Mentor in the Millennial Workplace

Forbes

<http://www.forbes.com/sites/karlmoore/2014/09/11/the-modern-mentor-in-a-millennial-workplace/#1bb4efd25c78>

The Differences Between Coaching and Mentoring

Management Mentors

<http://www.management-mentors.com/resources/coaching-mentoring-differences>

Best Practices in Workplace Mentoring Programs

Skilledup for Companies

<http://www.skilledup.com/insights/best-practices-workplace-mentoring-programs>

Workplace Loyalties Change, but the Value of Mentoring Doesn't

Wharton School, University of Pennsylvania

<http://knowledge.wharton.upenn.edu/article/workplace-loyalties-change-but-the-value-of-mentoring-doesnt/>

Debunking Common Mentoring Myths

Forbes

<http://www.forbes.com/sites/lisaquast/2013/01/14/debunking-common-mentoring-myths/#3f61013b3b50>



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