



Mentorship Toolkit

Developed by
The Centre for International and Defence Policy
Queen's University

Table of Contents

I.	Purpose.....	Error! Bookmark not defined.
II.	Key Results and Feedback.....	Error! Bookmark not defined.
III.	Lessons Learned	2
IV.	Mentorship Program Timeline	3
V.	Materials and Appendix	4

Purpose

To develop and implement a mentorship pilot program to assist transitioning women veterans.

Key Results and Feedback

- ❖ Ten (10) mentors and mentees participated in the mentorship pilot, for a total of five (5) mentorship pairs.
- ❖ Of the six (6) respondents to the mentorship questionnaire, five (5) agreed they would participate in a mentorship event again.
- ❖ All six respondents benefitted in different ways from the mentorship pilot and workshop. Reasons varied from being able to raise gender-specific concerns, networking, and learning about resources and initiatives available to them they were unaware of.
- ❖ Participants agreed that the mentorship pilot and workshop would have benefitted from an increased time frame.
- ❖ There is a benefit to matching pairs based on previous service experience and roles.

“Over my 10 years in the military, I have struggled to identify those who have filled a mentorship role for me. While I believe these relationships need to a certain degree a natural development of their own, when left completely to fate they don't seem to occur frequently. This is why I wanted to try a more facilitated mentoring relationship. Given the niche-like nature of released female veterans, this provided some common ground to start on and an area where many of us are feeling around in the dark and could learn from each other's experiences.”

Lessons Learned

Account for drop-outs

Within one week prior to the mentorship pilot, four participants dropped out. Maintain a backup list and prepare for no-shows. Reiterate during the outreach and questionnaires the importance of participating, and having several extra participants or volunteers at the event may be beneficial.

Broaden the outreach network

Primary outreach began through the DWAN network. This proved helpful for those with friends, family, or those still within the system. However, it missed a large portion of our target audience. Reach out to local groups, NGOs and networks to circulate publicity materials.

Increase the duration of the mentorship event

Due to funding, our mentorship pilot took place during the lunchtime for a workshop on veteran transition. Having participants join the workshop proved extremely beneficial for both workshop speakers and mentorship participants. Future iterations would support a longer, two-day event wherein a workshop occurs on the first day, and a half-day mentorship pilot on the second day. The half-day event could promote networking, information tables, or professional development seminars.

Mentorship Program Timeline

Weeks 1 - 4: Mentorship outline and outreach for target population

- Create mentorship scope outline. Identify how many participants and matches you are able and willing to accommodate for the day.
- Identify your target participants by demographic.
- Identify avenues to disseminate publicity and information (networks, NGOs, VAC).
- Create outreach and publicity materials (See Appendix A).
- Disseminate outreach and publicity materials to avenues identified above.
- Create secure information hub to collect interested participants. Obtain name and email.
- Book venue.

Weeks 5 - 9: Gather participants

- Expect to allocate approximately one (1) month to gather participants, depending on strength of outreach strategy. This will be an iterative process, as intrigued participants may decide they are not willing to complete surveys, travel, or participate.
- If not identified in responses, clarify the role of the participant (mentor, mentee).
- Send Mentorship Matching questionnaire based on these responses (Appendix B).
- In secure storage, maintain responses from Mentorship Matching questionnaire.
- The pilot experienced a 33% (5/15) drop-out rate between the time of participants agreeing to participate to the evening before the mentorship match. Account for this during planning and outreach.

Weeks 10 - 13: Match participants, inform of matches interests, and hold event

- The pilot program matched participants holistically using subjective interpretation of Mentorship Matching forms. Matches were reviewed by two interpreters.
- Matches were made based on mentor's previous experience and identification of areas they felt they could be of assistance with, as well as mentee requests for assistance.
- Email matches to inform them the areas of discussion identified for their mentorship match. Ensure not to disclose information of personal names at this point to respect privacy.

Mentorship Event

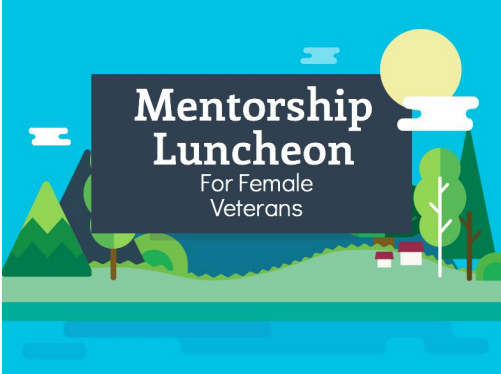
- All participants received a name badge and folder for the day. Within this folder was an information sheet for each mentorship match. The sheet identified the two names of the matches, the purpose of the program, objectives for the half-hour discussion, and the area(s) identified as a common discussion point for discussion (See Appendix C).
- Mentorship pairs were asked to 1) Introduce themselves to each other 2) Set expectations for the mentorship process (clear goals, communication methods and timelines) and 3) Begin the conversation in this period.

Weeks 14 - 16: Reimbursement and Follow Up

- Within one week of the mentorship event, distribute a thank-you letter for participants. If reimbursement is offered for travel, include an explanation regarding the reimbursement process at this point.
- Create Facebook group to foster a local network for the participants.


Materials and Appendix

Appendix A Publicity to Networks




Mentorship Luncheon
For Female Veterans

Are you a:




Mentor?




Mentee?

The Gender Dimension of Veteran Reintegration Workshop




Workshop

- Connecting stakeholders
- Identifying best practices



Mentorship

- Pilot mentorship luncheon
- Transitioned female veterans in variety of sectors as mentors
- Transitioning female personnel as mentees




Recommendations

- Policy recommendations
- Guidebook for mentorship lunch


The Centre for International and Defence Policy at Queen's University are developing a pilot mentorship program that seeks to assist female transitioning personnel.

The pilot program would take the form of a mentorship lunch, where you would be matched with a mentor from a particular employment sector such as academia, entrepreneurial, or service industry. Throughout the day, panel discussions will be conducted to inform policy and recommendations for transitioning veteran policy in Canada.

The mentorship program is currently in need of transitioned female veterans to aid as mentors, as well as women who have served in the Canadian Forces who feel they may benefit from a mentorship relationship from the Kingston area. We would be pleased if you could join us in having that discussion and providing your experience and expertise.



April 21, 2017



Contact
Meaghan Shoemaker
Workshop Director
SML57@queensu.ca

Appendix A Continued
Information email circulated on DWAN



Centre For International And Defence Policy
Robert Sutherland Hall, Ste 403
138 Union St
Kingston, ON K7L 3N6 CANADA
(613) 533-2381
cidp@queensu.ca

Hello,

On behalf of the Centre for International and Defence Policy, I would like to invite you to participate in a unique opportunity to be held on April 21, 2017 at Queen's University.

Women veterans of the Canadian military face challenges in the transition to civilian life. Some of these challenges can be overcome with assistance in the form of mentorship, support and career/job guidance. The Centre for International and Defence Policy and Queen's University are developing a pilot mentorship program that seeks to assist female transitioning personnel, and hopes to leverage existing mentorship program successes.

The pilot program would take the form of a mentorship lunch, wherein you would be matched with a mentor from a particular employment sector such as academia, entrepreneurial, or service industry. Throughout the day, panel discussions will be conducted to inform policy and recommendations for transitioning veteran policy in Canada.

The mentorship program is currently in need of transitioned female veterans to aid as mentors, as well as women who have served in the Canadian Forces who feel they may benefit from a mentorship relationship. We would be pleased if you could join us in having that discussion and providing your experience and expertise.

For more information or to register for the event as a mentor or mentee, please contact the workshop coordinator, Meaghan Shoemaker (9MLS7@queensu.ca) by February 13, 2017. In registering, you will be asked to complete a survey to inform the mentorship program and to guide the mentorship matching process.

Should you have any questions regarding the event, please do not hesitate to contact me using the contact information below.

Sincerely,

Meaghan Shoemaker
Workshop Coordinator
PhD Candidate
Queen's University
9MLS7@queensu.ca

Appendix B

Questions for Matching

Mentors:

Thank you so much for your email, it is great to hear from you. We would love to have you participate as a mentor, and I would like to thank you for offering your time to do so.

For the purposes of matching, would you be able to take five minutes or so to write up a document that addresses the following:

- 1) Your name.
- 2) Your current occupation/sector.
- 3) Your previous military experience .
- 4) Strengths/areas you may be able to provide insight on for a mentee (i.e.: family, accessing services, programs that helped, hobbies, transitioning your skills).
- 5) Areas you wished you had assistance for when transitioning.

We are able to provide a travel stipend up to _____ for those travelling from outside of _____. You are also welcome to join the workshop throughout the day and provide comments and questions during the workshop sessions.

Please let me know if you have any questions at all. I will be in touch on a regular basis with updates about the workshop and details about your mentee match

Mentees:

Thank you so much for your email and for your interest in the mentorship lunch. We would be so happy to have you participate in the event as a mentee, and I would like to thank you for offering your time to do so.

For the purposes of matching you with a mentor, would you be able to take five minutes or so to write up a document that addresses the following:

- 1) Your name.
- 2) Your current occupation/sector.
- 3) Your military experience.
- 4) Areas you would like insight on/support with.
- 5) Areas you would like assistance with for transitioning.

We are able to provide a travel stipend up to _____ for those travelling from outside of _____. You are also welcome to join the workshop throughout the day and provide comments and questions during the workshop sessions.

Please let me know if you have any questions at all. I will be in touch on a regular basis with updates about the workshop and details about your mentee match

Appendix C
Mentorship Match Information Sheet

Mentor: (Name) Mentee: (Name)

Welcome to a pilot mentorship program which aims to establish a mentoring relationship for women veterans transitioning out of the Canadian Armed Forces into civilian careers and contributions.

Successful mentorship is key to a successful career and to professional/personal satisfaction. Is there a way that CAF women veterans can assist transitioning women personnel? What works? What doesn't?

Mentorship Pilot - During the lunch break (12:30-1:30)

Mentorship pairs will be asked to:

- 1) Introduce themselves to each other,
- 2) Set expectations for the mentorship process (clear goals and communication methods/timelines – recommended 1-3 months), and
- 3) Begin the conversation in this period

Areas of mentoring assistance:

(X, Y, Z)

Following the workshop, a Facebook group will be opened for participants to join and continue the discussion. A link will be sent to you via your e-mail if you would like to join.

If you have any questions or concerns about the mentorship pilot at any time, please do not hesitate to contact _____.