

## Mentorship Program Welcome Packet

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### About

Welcome to the Mentorship Program! Being part of the program demonstrates you are committed to continuously learning, seizing the opportunity to influence the future of our health system, and recognizing that we are better together. To help you get the most out your relationship, this welcome packet provides you with information and resources to support you throughout your journey.

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### Program Overview

#### Philosophy

The Fairview Mentorship Program is a mutually beneficial partnership, with the mentor and mentee sharing knowledge and experiences that assist the mentee in achieving their goals through empowerment, self-discovery, and connections within our system.

#### What to Expect

Whether a Mentor or a Mentee, a mentoring relationship extends one’s professional network, provides support for development and empowers growth.

Mentorship is a partnership between a leader who has specific strengths and an employee whose specific development needs will be met by those strengths. Over the course of a 6-month partnership, mentors and mentees share knowledge, experiences, and resources to develop identified skills. It is a mutually beneficial relationship based on trust and transparency. Fairview’s Mentorship Program also supports our strategic priority of achieving workplace excellence.

# Mentee

## Preparation Checklist

### Logistics and Goal Setting

Complete	Task
<i>Essential</i>	Email your mentor to introduce yourself and decide together if you'll be meeting via Teams or in person. Use the <a href="#">Introductory Email Template</a> to get started.
<i>Essential</i>	Schedule monthly meetings with your mentor. You will meet for six months. If a meeting is cancelled, reschedule the meeting as soon as possible.
<i>Essential</i>	Review the <a href="#">Mentorship Program Overview</a> video.
<i>Essential</i>	Review <a href="#">Roles, Expectations, and Best Practices</a> .
<i>Suggested</i>	Review the <a href="#">Example Meeting Agendas</a> and <a href="#">Suggested Activities</a> to help prepare for your meetings. Leave time for general conversation.
<i>Suggested</i>	Use the <a href="#">Goal Planning Form</a> to identify and track 1–3 development goals you'll explore with your mentor and be prepared to share them.

### The Mentee Mindset

- ✓ Clear your mind to be fully attentive.
- ✓ Ask open and honest questions.
- ✓ Choose to be vulnerable and transparent.
- ✓ Actively hear and interpret feedback.
- ✓ Identify the thoughts or ideas you want to convey during each meeting.
- ✓ Ask for what you need.
- ✓ Consider what tools, resources, techniques you may need to use for managing yourself.

### Roles, Expectations, and Best Practices

You're encouraged to have a clear goal or outcome for your mentoring experience. In this relationship you are expected to develop and make positive movement toward your goal(s) with the objective support of your mentor.

You should expect to have someone who can provide feedback, encouragement, and support during scheduled time together and without distraction so you can truly focus and gain perspective. Expect to challenge yourself during this time and stretch outside your comfort zone. In addition, a commitment to confidentiality is the foundation of a mentoring relationship.

The mentoring relationship is a 6-month formal engagement where you will meet minimally once a month with the topics driven by you. Expect to provide updates on your progress to your mentor and determine next steps together as you advance toward your goal(s).

### Best Practices and Actions as a Mentee

- Understands and clearly communicates development needs
- Proactive in seeking out development opportunities
- Takes initiative and assertively asks for what is needed
- Listens for understanding
- Absorbs learnings from all experiences
- Schedules/reschedules all meetings
- Focuses on goal achievement, actions, and on overall development
- Sets agenda for meetings

# Mentor

## Preparation Checklist

### Logistics and Goal Setting

Complete	Task
<i>Essential</i>	Respond to the email from your mentee to introduce yourself and decide together if you'll be meeting via Teams or in person.
<i>Essential</i>	Accept monthly meeting invites from your mentee. Keep your calendar updated for ease of scheduling.
<i>Essential</i>	Review the <a href="#">Mentorship Program Overview</a> video.
<i>Essential</i>	Review <a href="#">Roles, Expectations, and Best Practices</a> .
<i>Suggested</i>	Review the <a href="#">Example Meeting Agendas</a> and <a href="#">Suggested Activities</a> to help prepare your agenda for the meeting. Leave time for general conversation.

### The Mentor Mindset

- ✓ Set aside distractions and clear your mind to be fully attentive.
- ✓ Be an active listener and ask thought-provoking questions.
- ✓ Choose to be vulnerable and transparent when sharing your experiences, expertise, and knowledge.
- ✓ Consider what tools, resources, techniques may be appropriate to share.

### Roles, Expectations, and Best Practices

You are expected to empower and encourage someone who is looking for your expertise, perspective, and support. You must commit to being available to your mentee minimally once a month for six months. You are expected to keep details of the mentoring relationship confidential.

You get to model what good mentoring looks like by inspiring your mentee, sticking to a schedule, minimizing distractions, and demonstrating care and enthusiasm for your mentee's development. You are there to ask good questions, guide your mentee, offer suggestions, and encourage them on their path.

Mentoring is a reciprocal relationship because you develop yourself through learning about and supporting someone else in their aspirations. You and your mentee will both share knowledge and experiences. And mentoring feels good! You can expect to feel deeply satisfied knowing you made a positive difference in someone's life.

### Best Practices and Actions as a Mentor

- Role models the Fairview Commitments
- Serves as a coach
- Advocates for mentee's visibility
- Provides guidance, opportunities, knowledge, and information
- Personally, reflect on your own privileges and how that impacts your experience
- Recognize that there may be systemic barriers that impact your mentees experience in life and the workplace ([Tips for Inclusive Mentoring](#))
- Foster a culturally aware approach to mentoring ([Inclusive Mentoring](#))
- Serves as an ally and a safe place for mentee to learn and grow ([Inclusive Mentoring](#))
- Assists mentee in reflecting on needs and career plans
- Ensures schedule availability for mentee meetings
- Assists mentee in creating goals and actions
- Offers a variety of additional experiences outside of 1:1 meetings

## Preparing for Your Time Together

### Introductory Email Template

The following is an email template that the mentee can use for introducing yourself and setting up your first meeting. Feel free to make changes to meet your needs and personal style.

Subject: Mentee Introduction

Hello <insert name of mentor>,

Thank you for accepting my request to join me in the mentorship program as my mentor. I'll be scheduling our first meeting via Outlook. Would you prefer to meet virtually or in-person? I am excited to learn more about you and hear about your expertise and perspectives.

Thank you,  
<your name>

### Example Meeting Agendas

#### Overview:

The first meeting between a mentor and mentee is exciting and sometimes an intimidating time. It's a crucial opportunity to set the stage for a successful mentoring partnership by establishing trust and rapport. Feel free to use the example meeting agendas below to assist you in developing a strong relationship, focusing on results, and learning as much as possible from each other.

#### Goals for the First Meeting:

- Develop the mentor/mentee relationship and build trust
- Mutually define relationship ground rules
- Mutually review and clarify the mentee's development goals, objectives and skill development using the [Mentorship Program Goal Planning Form](#)

#### Agenda for the First Meeting:

- Get to know each other:
  - Discuss your backgrounds (work history, goals, dreams, values, performance feedback, motivators, level of engagement, Insights/personality type)
  - Discuss past experiences with mentoring
- Develop an agreement by discussing:
  - Expectations mentor has for the mentee
  - Expectations mentee has for the mentor
  - How often and how can communication take place between sessions
  - How discussions take place (face-to-face; over the telephone; e-mail)
  - Process for giving feedback
- Discuss mentee's goals:
  - Utilize goal document
  - Write mentee's needs in SMART goal format
  - Develop plans/actions for meeting goals
- Meeting close:
  - Verify the next meeting date, time, and location.
  - Collaborate on an agenda for the next meeting.
  - Clarify assignments and timelines.
  - Seek feedback on the session content and effectiveness.

**Meeting Two and Ongoing – Setting Direction and Meeting Goals:**

- Check-In
  - Items of interest/recent successes
  - Current pressing issues to add to agenda
  - Status of homework
- Development ideas and/or homework
- Applicable history, knowledge, and experiences
- Review goal status
- Set the next agenda
- Meeting feedback

**Additional Example Agenda Ideas:**

- Utilizing strengths
  - Identify key strengths and how to use to build success
- Leadership brand
  - Define desired reputation
  - Develop steps to achieve
- Best/worst of times
  - Discuss when you are at your best and worst as a leader
  - Identify triggers
  - Identify how to offset triggers to stay at your best
- Leadership resources
  - Share the resources you use to stay current in your leadership
- Navigating the workplace as a first generation professional
  - Share experiences and/or discuss key learnings for navigating the organization

**Final Meeting**

- Review goals, actions, and milestones
- Reflect on your time together
  - Discuss what worked well
  - Discuss areas for opportunities
- Discuss how you would like to continue your professional relationship post mentorship program

**Suggested Activities**

Mentoring can happen in many ways. There is not a traditional mentoring path as goals, actions, and experiences are unique to each person. Here are just a few example activities to help get you going:

- Review and discuss the [Goal Planning Form](#)
- Invite mentee to participate in a project or project meeting as an observer
- Job shadow each other
- Invite mentee to a professional networking event
- Listen to a podcast, read an article or book together and discuss points of interest
- Have the mentee practice desired skills or role-play situations that are relevant to goals and give feedback
- Do a “get-to-know-me” activity, sharing 5 things about yourself
- Share your career stories
- Share why you chose healthcare as a field
- Tour the location that you each work in, this can be done in-person or through picture

## Goal Planning

The following goal planning form (located on page 7) is to be filled out by the Mentee and used in conversations during the Mentorship Program. Use the match criteria from the application to set 1–3 goals. Choose goals you are interested in exploring to advance your professional growth and development.

Share the information with your mentor at your first meeting. Together, finalize development goals and identify actions to achieve them. Actions should be updated as needed as new opportunities arise and goals are achieved. We suggested evaluating goal status at 3 months and at the end of the relationship.

As a reminder, here is the list of development areas you selected from in your mentorship application:

- **Business Acumen** – operations, business of healthcare and organizational knowledge
- **Diversity Equity & Inclusion** – behaviors that support diversity, equity and inclusion in the workplace
- **Drives for Results** – results orientation
- **Employee Engagement** – develop direct reports, coaching, performance management
- **Respect for People** – Fairview Commitments of create an exceptional experience, honor relationships, communicate intentionally, engage and inspire, and commit to development.
- **Continuous Improvement** – Fairview Commitments of collaborate for outcomes, set and hold standards, identify and solve problems, achieve results, and seek perfection.
- **Financial Management** – budgeting, resource management-supply chain, forecasting
- **Human Resources** – people strategy, talent retention, workforce planning, labor relations
- **Leadership** – adaptable, styles, influencing, motivating, encouraging, calculated risk, Fairview values
- **Priority Setting** – problem solving, time management, project management, process improvement
- **Shapes Future** – strategic planning, change management
- **Organizational Culture** – navigating organizational dynamics, interpersonal relationships, and norms
- **Technology** – leveraging technology to create efficiency, network within the organization, and gain skills in access application management

### Goal Planning Form Tips:

If you would like to use the goal planning form (found on the next page) outside of this welcome packet, you can download the word document: [Mentorship Program Goal Planning Form](#).

### Goal Planning Form

Mentee:

Mentor:

Initial Creation Date:

Goal	Description of Goal	Actions	Status <i>(Not Yet Started, Active, Complete)</i>	Notes
Goal 1				
Goal 2				
Goal 3				

## Frequently Asked Questions

### General Program Information

#### Who can be mentor and mentee?

- The mentorship program is open all team members, however only leaders are eligible to be a mentor. To join as a mentor and/or mentee you must have been in your position for at least 6 months. However, if you are close to the 6-month mark, email [odl@fairview.org](mailto:odl@fairview.org) for assistance. Review the [Mentorship Program Eligibility and Participation Requirements](#) resource for more detail.

#### Can I sign up to be both a mentor and mentee?

- Yes, you can be both. However, you will need to submit a mentor and mentee application in Talent Connect. [Apply to be a mentee](#). [Apply to be a mentor](#).

#### Can I select a mentee limit?

- Mentors are limited to having **three ongoing mentoring relationships** at one time. In addition, mentors can change the number of mentees they are accepting at any time.

#### How are mentors and mentees matched?

- Both mentors and mentees complete an application for the mentorship program in Talent Connect. Once a mentee completes their application, the system will recommend mentors that match their application. The mentee can then request someone to be their mentor who can accept or decline the request.

#### How long is the mentorship program? What are the start and end dates?

- A mentoring relationship lasts for 6 months. There are no specific start and end dates for the program as they are dependent on when the mentorship relationship begins.

#### Is there a weekly/monthly time commitment for this program?

- While there is no specific time commitment, we highly suggest that mentors and mentee meet at least once a month.

#### Is the mentorship program/relationship in-person or remote?

- The mentorship program does not require you to be in-person. The decision to meet virtually or remote is mutually decided on between mentor and mentee.

### General Application Process

#### How do I sign up to be a mentor and/or mentee?

- You can sign up to be a mentor or mentee through Talent Connect and navigating to the mentorship module. For specific instructions, refer to the directions: [How to sign up for the Mentorship Program](#).

#### Is my leader notified when I apply to be a mentor or mentee?

- No, your leader is not notified when you sign up for the program.

#### Can I edit my application?

- Yes, you can edit your application at any time.

#### Who do I contact for support regarding the application process in Talent Connect?

- For assistance related to the application and Talent Connect, email [odl@fairview.org](mailto:odl@fairview.org).

## Mentee Specific Application Process

### What if I do not have any recommended mentors?

- The system will update recommended mentors as more people sign up for the program. If no mentors are recommended for you, save your application for later and search for mentors at a later date.

### Can I request a mentor if they are not listed in my recommended mentor list?

- Yes! You can request someone to be your mentor even if they do not appear in your recommended mentor list. If you wish to request a mentor within the M Health Fairview system who resides outside of Talent Connect, email [odl@fairview.org](mailto:odl@fairview.org) for assistance.

### I requested a mentor, what's next? When will I be notified if my request was accepted or declined?

- Once you have sent a request, the mentor is notified. At this point, it's up to the mentor to go into the system, review the request, and either accept or decline. Note that OD&L monitors requests on a weekly basis to ensure matches are made in an appropriate timeframe.

### What if my mentor request was declined? What are the next steps?

- There are many reasons why a request may be denied such as the mentor no longer has capacity or is no longer active in the program. You can request another mentor by going back into Talent Connect, viewing your recommended mentors, and making a request.

## Mentor Specific Application Process

### Will I be notified when I am requested to be a mentor?

- Yes, you will receive an automated email from Talent Connect notifying you of a new request. You will need to log into Talent Connect to view and accept or decline the request.

### How do I accept/decline a mentorship request?

- You can accept or decline a mentorship request in Talent Connect.

### I accepted a mentee request, what's next?

- Congrats on your new mentoring relationship! Your mentee will reach out to you via email to set up your initial meeting. You will also receive an email with the Welcome Packet.

## Mentor and Mentee Relationship

### What if my mentor or mentee leaves the organization during the mentorship program or the relationship ends mid program?

- You can enter back into the mentorship program once a mentoring relationship ends. As a mentor, you do not need to re-apply and you enter back into the pool for mentees to request a relationship. If you are a mentee, you will need to submit a new application to rejoin the program.

### What if the relationship fizzles out or is not a good match?

- Try a new approach, change the agenda items, do one of the suggested activities and focus on getting to know one another first instead of meeting goals.
- There are just times when a match isn't working for one or both, and that's normal!
- It's recommended that you have a conversation with your mentor/mentee, connect them, and come to a mutually agreed upon decision. If you both decide to end the mentoring relationship, either person can do so at any time and then reenter the program to find another match. To end the mentoring relationship, you need to do so in Talent Connect.

### **How do I track goals and activities?**

- We suggest using the [Goal Planning Form](#) to identify and track goals and activities. Goals can also be added to Talent Connect in the Development module. Note that any goals added in Talent Connect via the Development module will be visible to the leader you report to.

### **Is there any reimbursement for activities?**

- No

## **Post-Mentorship Program**

### **How do I end a relationship? Does a relationship automatically end on a specific date?**

- We suggest that mentoring relationships last for 6 months. An email will be sent approaching the 6-month mark of your mentoring relationship to remind you to schedule your last meeting, close out the relationship, and end the relationship in Talent Connect.

### **Will the system keep my information and how is the mentoring relationship cataloged in the system?**

- Yes, Talent Connect will store any information regarding your mentoring relationship which you can access at any time.

### **What should I expect when the program ends? What are the next steps?**

- Once your mentoring relationship ends, we strongly encourage you to rejoin the program. If you were a mentee, consider being a mentor or submitting a new application to be a mentee again. If you were a mentor, you will automatically be placed back into the program.