

APSI TRIAL Mentorship Program

Terms of Reference

Introduction

The purpose of APSI's trial Mentorship Program is to drive rich learning and development for both mentees and mentors and help the organisation by building an inclusive mentoring culture centred on learning, sharing new ideas, and creating a shared vision. The program's objective is to diminish isolation and exclusivity while increasing engagement, retention rates, skill development, promotion rates, and to enhance employee satisfaction.

At the completion of this trial program, the APSI plans to measure the program's success from the experiences had by the Mentees and Mentors with the idea to develop the program for future staff and APSI members.

Mentorship Panel

A panel has been appointed by the Board to implement and oversee the operation of the trial program. The Panel will consist of:

- Paul Lorenz, General Manager (GM)
- Sarah Lyster, Board Member
- Angela Pope, AWS Chairperson
- Jane Scheer, AWS Committee member
- Jarrah O'Brien, APSI Trainer

Program Coordinator

The Mentorship Panel has selected one of the panel members to be the program coordinator. The Program Coordinator is Paul Lorenz (GM). The Program Coordinator is responsible for:

- Mentee and Mentor Recruitment
- Mentor/Mentee connection
- Acting as the primary point of contact for both Mentees, Mentors and Panel
- Acting as the conduit between the Pairs and the Panel
- Calling of Panel meetings
- Conducting end of program questionnaire
- Providing all information received from the trial program to the Panel for analysis and recommendation to the Board.

Program Outline

LENGTH OF PROGRAM

The Program will operate throughout the Australian winter commencing as soon as possible after Trainers Coordination and ending on 31 September of that same year.

FREQUENCY OF MEETINGS

Mentees will meet with their Mentor at the end of each calendar month (minimum four meetings through the season). It is the responsibility of the Mentee to organise all Mentor/Mentee meetings.

Additional meetings beyond the minimum are at the discretion of the pairs.

MEETING PLATFORM

Mentees are encouraged to meet with their Mentors in person where possible. Pairs who unable to meet in person due to their location are to meet via teams/zoom with video where possible.

Mentors

RECRUITMENT

The Mentorship Panel will select a suitable number of Mentors from a recommended staff put forward by the Technical Directors and General Manager. Selected Mentors will be contacted individually by the Program Coordinator and invited to participate as a Mentor in a voluntary capacity.

ROLE OF MENTOR

A positive mentor will develop a supportive relationship with the Mentee by listening and understanding the goals of the mentee, considering how they can be most helpful to the Mentee, communicating sound advice and guidance, taking note of Mentee progress, and encouraging reflection.

The responsibilities of a Mentor are outlined below:

- Assist Mentee in setting seasonal goals and objectives.
- Assist Mentee in self-review of performance towards goals.
- Provide guidance in dealing with issues such as conflicts, biases, and politics within the organisation.
- Provide constructive advice to mentees to improve communication skills, both written and verbal via presentations.
- Assist with guidance on APSI event planning and preparation, or direct Mentee to the appropriate support channels (i.e. Technical Director, General Manager, Snowsports School Manager etc.).
- Act as a sounding board to help troubleshoot issues or uncertainties that Mentees have in any aspect of their role with the APSI or industry in general.
- Assist in connecting their mentees with other relevant professionals in the Snow Sports industry to grow and develop.
- Assist in connecting their Mentee with the appropriate support mechanism in any given situation. If a Mentor is unsure of the appropriate support, then they must contact the Program Coordinator immediately.

Mentors will also be required to provide a photo and brief description of experience that will be shared with Mentees to assist with pairing.

Mentees

Potential mentees for the trial program will be current APSI staff members who wish to progress through the APSI trainer pathway. Rookie trainers will be encouraged to participate in their rookie year.

RECRUITMENT

The program coordinator will send information to all APSI staff seeking expressions of interest. Those interested will respond in writing for consideration by the Mentorship Panel.

ROLE OF MENTEE

A good mentee needs to be willing to work with the mentor and effectively communicate what they want out of the program. Additionally, it is important that mentees ask questions to benefit from the mentor's expertise and knowledge.

The responsibilities of a Mentee are outlined below:

- Be clear about your goals and what you may want to learn from the Mentor.
- Be teachable and open to the Mentor's advice and guidance
- Actively listen to the Mentor and act on advice when relevant
- Share your progress with the mentor and reflect on learnings.

Mentor/Mentee Pairing

Mentor information will be loaded to a private page of the APSI website. Mentees will be provided access to the website and will select up to 3 mentors that they may wish to be paired with.

The Mentorship Panel will then determine the pairings according to Mentee preferences and Mentor availability. The Program Coordinator will then connect the Mentor and Mentee by calling each individually and providing initial information.

The Program Coordinator will then connect the Mentor and Mentee via email and include the following information:

- Mentorship Program Terms of Reference
- Length of program
- How the Mentor/Mentees will contact each other during the program
- Minimum meeting frequency
- Mentor/Mentee Agreement

Mentor/Mentee Agreement

After Mentors/Mentees are paired, and prior to the first meeting, Mentors and Mentees will sign the agreement provided in Appendix 1, to ensure expectations and responsibilities are acknowledged and agreed to.

Program Rules

The following principles and guidelines must be followed:

1. The overarching purpose of the program is to foster career advancement, not evaluation. Therefore, mentors must use their best judgment in distinguishing between roles and communications that are intended for the constructive development of the mentee, as opposed to those that might result in evaluation of the mentee. Providing information that could be used for the evaluation of the mentee is counter to the goals of the program and must be avoided.
2. All conversations between mentor and mentee are to be kept confidential unless both parties agree otherwise for a specific topic of discussion. A caveat would be situations requiring responsible employees to report possible incidents of sexual harassment, discrimination, or other activity that violates law or policy.
3. Mentors must not reveal the identities of their mentees to anyone other than the Program Coordinator.

Measurement of Success

The success of the Program will be measured using a simple questionnaire at the completion of the Program. The questionnaire will be completed in confidence by both the Mentee and Mentor and made available to the Mentorship panel.

The following questions will be answered by both Mentee and Mentor:

1. Please comment on whether you felt the Mentorship Program was worthwhile.
2. Did the pairing with your Mentee/Mentor set the program up for success? Please suggest what you liked, did not like and how this could have been handled differently?
3. Please comment on the frequency of meetings and how this affected the partnership?
4. Do you believe that you/the Mentee benefitted from the Mentorship program?
5. Has the Mentor facilitated networking with other members of the APSI or other industry members?
6. Has the Mentee been successful in attaining any of their short-term goals as determined at the start of the program?
7. Please provide suggestions on how this program could be improved to benefit future Mentor/Mentees.

[Appendix 1]

Mentor/Mentee Agreement

This agreement outlines the expectations and responsibilities of the mentor and mentee in the APSI Trial Mentorship Program. By signing this agreement, the mentor and mentee agree to abide by the terms outlined below.

Mentee Name: _____

Mentor Name: _____

Program Start Date: _____

Program End Date: _____

Expectations of the Mentor:

1. Provide guidance and support to the mentee in achieving their season/career goals.
2. Be available for 1 meeting per month along with any other reasonable communication with mentee.
3. Provide constructive guidance to the mentee on their progress and performance.
4. Keep all Mentee conversations confidential, unless given permission from the Mentee to share.
5. Share relevant knowledge and expertise with the mentee.
6. Complete the post program questionnaire provided by the Program Coordinator.

Expectations of the Mentee:

1. Set clear season/career goals and objectives for the mentorship program.
2. Be open to feedback and guidance from the mentor.
3. Be available for 1 meeting per month along with any other reasonable communication with mentor.
4. Actively seek out and follow through on advice and suggestions provided by the mentor.
5. Keep all Mentor conversations confidential, unless given permission from the Mentor to share.
6. Take responsibility for their own learning and career development.
7. Complete the post program questionnaire provided by the Program Coordinator.

Program Logistics:

1. Meetings: The mentor and mentee will meet at least monthly for up to an hour. Meetings can be held in person, over the phone, or via video conferencing.
2. Communication: The mentor and mentee will communicate monthly via email, phone, or text message to discuss progress, provide feedback, and share resources.
3. Program Duration: The mentorship program will operate according to the above-mentioned dates.
4. Goals and Objectives: The mentor and mentee will work together to set clear goals and objectives for the mentorship program. These goals will be reviewed regularly and progress towards these goals will be tracked.

By signing below, the mentor and mentee acknowledge that they have read and agree to the terms of this agreement as listed above and in the program's Terms of Reference.

Mentee Signature: _____ Date: _____

Mentor Signature: _____ Date: _____