



MY TOOLBOX FOR
**Mentoring
Women**
IN CANADA'S
TRUCKING
INDUSTRY

Employer and Association | Program Guide





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Introduction

Increasing women's participation in Canada's trucking industry is a business issue. The trucking industry is rapidly changing. Its workforce is aging. Fewer young workers are entering the industry. At the same time, there are increasing demands for truck drivers as industries relying on trucking continue to grow. This means there is an urgent need for the trucking industry to recruit, develop and retain employees to meet the needs of its customer and consumers, and continue its critical role in supporting Canada's economic growth.

Women are a key source of talent but not a lot of women currently work in our sector. Research in many sectors and industries has shown that mentoring is a key retention tool. It is particularly useful in helping women to move into and be successful in occupations and sectors where they are under-represented. Having a mentoring for women program in place can also help in recruiting women to a company, communicating that it welcomes women employees, diversity and inclusion.

Trucking HR Canada (THRC) has developed *My Toolbox for Mentoring Women* to help trucking employers, associations and other industry organizations put mentoring programs in place. The toolbox has a variety of tools for mentoring women. The tools take into account approaches to mentoring that other organizations have used successfully as well as the unique needs of our industry.

My Toolbox for Mentoring Women in Canada's Trucking Industry has five guides:

- *Employer and Association Program Guide* (this guide)
- *Introduction*
- *One-on-One Mentoring – Tools for Success*
- *Local Women's Events – Tools for Success*
- *Online Peer Networks – Tools for Success*

What's in this Guide?

This guide provides employers and associations with information on why and how to set up mentoring programs, customized for the trucking industry. It describes three mentoring models and suggestions for using them. There are also tools to help you with every phase of your mentoring program.

The Business Case for Mentoring Women in Trucking

Making It Work

MENTORSHIP is a personal developmental relationship in which a more experienced or more knowledgeable person (the “mentor” – a woman or a man) helps to guide a less experienced or less knowledgeable woman (the “mentee”). Mentors help women to deal with a wide range of professional and technical work challenges, manage their careers and succeed in the industry.


Mentoring is good for business and it's good for people – the women and men who work in trucking.

Trucking HR Canada surveyed women in the industry about what helped them to be successful in our industry. The results were clear – mentorship is important.

Many women said that they do have good supports. Yet, more than one in four women said that they do not have access to good advice about how to succeed in the industry or a network of people to talk with about professional and technical work challenges. The women who said that they do not have access to various types of supports were more likely to report having a negative working experience in the trucking industry AND they were more likely to have plans to change jobs or leave the trucking sector.

Over 60 per cent of the women who responded to the THRC survey said they would be interested in one-on-one mentoring relationships, and 40 per cent said they'd be interested in participating in online peer networks and local women's events.

“Increasing women's participation in Canada's trucking industry is a business issue – not a women's issue.”



How Mentorship Benefits the Trucking Industry: What Women Working in Trucking Say

Mentorship for all genders is important and generally helps anyone stick with the industry."

"A mentor is critical to me because they assist in expanding knowledge and growth to be a "better employee"; they help you navigate through the challenges within the job with more professionally."

"I think every company needs [mentors] to share company values to new people."

"Being green, I find having someone guide me is making me a much more safe and confident driver."

It's nice to have a few experienced old school drivers that you can call when you're in a situation or have a question - with text messaging and texting pictures I've been able to do minor repairs to my truck."

"For women specifically, having a direct connection with a mentor can provide them with advice, confidence and a direct resource of information."

"Mentorship would be a valuable resource for women considering a job in the transportation industry. [It] would assist in the inclusion and growth of women in the trucking industry, [which] would benefit the industry as a whole."

Benefits of Mentoring for Trucking Employers and Associations

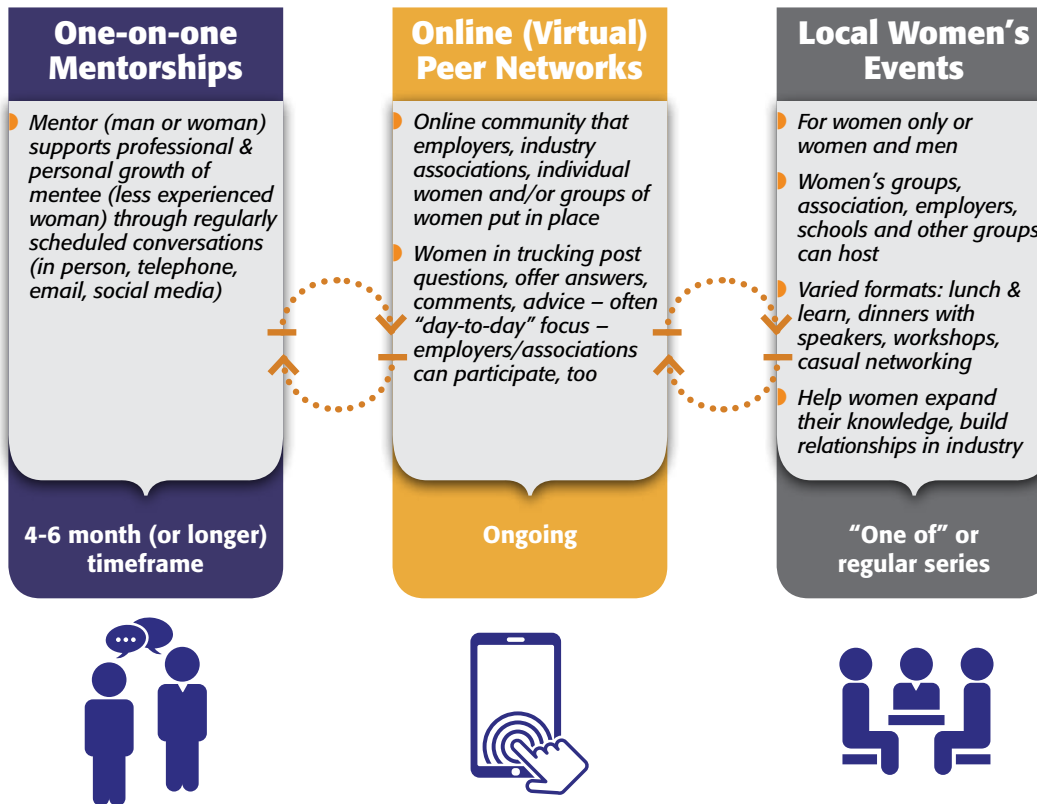
When trucking employers and associations put mentoring programs in place, it promotes women's participation in our industry. Both mentors and mentees build skills that make them more valuable to their employers and more satisfied with their careers.

The benefits of mentoring programs include:

- ▶ Less turnover – which helps reduce recruitment and training costs
- ▶ Improved productivity, teamwork, integration and retention
- ▶ Improved individual performance
- ▶ Increased skill-building – in job-specific skills, leadership, networking, diversity and inclusion competence
- ▶ Increased organizational commitment
- ▶ Enhanced recruitment efforts
- ▶ Improved company performance
- ▶ Increased promotion opportunities – the talent pipeline is filled with people ready to manage and lead, with a greater awareness about progression routes
- ▶ Increased knowledge transfer – which helps with succession planning for critical roles
- ▶ Increased support for diversity and inclusion

Three Models of Mentorship

My Toolbox for Mentoring Women offers you a choice of three mentoring models: One-on-One Mentorships, Online (Virtual) Peer Networks, and Local Women's Events. You can use any or all of them – or use them in combination – depending on the size and type of your organization.



Mentoring to Achieve Business Goals: Some Examples

Employers and associations can use the three mentorship models, alone or in combination, to achieve different business goals. Here are some examples.

MENTORING MODELS			BUSINESS GOAL	SOLUTION
One-on-One Mentoring	Online Peer Networks	Local Women's Events		
X	X		Retain women drivers at a regional trucking company	The company establishes a women-only, one-on-one mentorship program (women mentors and mentees). It includes an orientation session for interested mentors and mentees, and keeping participants engaged over six months with intranet message board posts and discussions.
	X	X	Access the expertise of a senior male manager with 25 year's experience as a truck driver to help the company learn how to attract and retain women, and pass on his knowledge to support the development of up-and-coming women	The manager takes part in his company-supported Online Peer Network on LinkedIn each month to provide advice and answer questions on professional and technical matters. This leads to an invitation to attend a regional trucking association's Local Women's Event – a mentorship luncheon at which he participates in a speed-mentoring session with women drivers.
		X	Enable senior women leaders to mentor young women, within their current time constraints.	The senior women (mentors) take turns hosting a monthly breakfast with a group of six young women in their organization(s) to provide a group mentoring experience.
X		X	Assist a woman truck driver who wants to succeed and advance in the industry	The woman participates in a local mentorship networking event organized by a group of women working in trucking where she meets a woman senior dispatcher who worked as a driver for 15 years. They agree to participate in a six-month, one-on-one mentoring relationship.



MENTORING MODELS			BUSINESS GOAL	SOLUTION
One-on-One Mentoring	Online Peer Networks	Local Women's Events		
	X	X	A group of women members of a trucking association wants to offer mentoring to women members from all occupations – by men and women mentors – to support their individual development	The women organize two local workshops: a panel with one-one-one mentoring pairs who talk about their successes and a panel with technical presentations on three key occupations. The sessions also promote the group's Online Peer Network.

Consider conducting a short survey of your women employees to find out their areas of interest. The findings will help you decide which mentoring model(s) might be most appropriate for your organization.

SEE TOOL 1: Women Employee Mentorship Needs Survey

Mentoring Roles and Responsibilities: Employers, Associations, Trucking HR Canada

Many activities can help create a successful mentorship initiative. Trucking HR Canada (THRC) helps trucking employers and associations by providing both a national context for mentoring, and supporting tools and resources. Local employers and associations, who know their local needs and are in direct contact with prospective and current mentoring partners, can use these tools directly or customize them.

MENTORING ROLES AND RESPONSIBILITIES	
EMPLOYERS/ASSOCIATIONS	TRUCKING HR CANADA
<p>Responsible for facilitating mentorship within their organizations by:</p> <ul style="list-style-type: none"> ■ Communicating mentorship opportunities ■ Promoting one or more of the mentorship models that fit their organizational goals and priorities (One-on-One Mentorships, Online Peer Networks, Local Women's Events) ■ Supporting implementation such as registering and matching one-on-one participants (see Tool 4), and tracking mentoring partnerships ■ Directing participants to resources from THRC (see Tools 1, 2, 3, 4 and 5) ■ Providing ongoing support to participants, such as "matching" advice, and handling difficult situations (e.g., a "match" not working) ■ Sharing experiences and success stories with THRC to help improve and promote mentorship in the industry 	<p>Responsible for supporting mentorship for women at an industry level by:</p> <ul style="list-style-type: none"> ■ Communicating information about mentorship to trucking organizations through its website and social media ■ Sharing program resources, conducting ongoing communications and providing ongoing support to employers and groups involved ■ Facilitating connections between parties such as participating employers, networking groups, and local event organizers ■ Providing ongoing support to employers and associations, such as "matching" advice, and handling difficult situations ■ Providing evaluation materials (see Tool 5), monitoring progress and collecting success stories on a national level

This guide has other activities that you can use, specific to the model(s) of mentorship you choose for your organization.

It takes as little as six weeks to set up a mentoring program.

SEE TOOLS 2 and 3: Sample 6-Week Rollout Plan for One-on-One Mentorship; One-on-One Mentorship Profile Form

Resources for One-on-One Mentoring Partnerships

Mentoring Program Participants

My Toolbox for Mentoring Women has a variety of tips and tools to help foster effective mentoring partnerships. Individuals and organizations can choose the resources that work best for their goals, and adapt them to their needs.

Resource	Description	User
Introduction (PDF)	An overview of each of the three mentoring models - their benefits, how each works and how to implement them and get support	Individual mentors and mentees, and their employers and associations
One-on-One Mentoring – Tools for Success (PDF)	How to set up each of the mentoring models, what to expect, and tips and tools for success.	
Local Women’s Events – Tools for Success (PDF)		
Online Peer Networks – Tools for Success (PDF)		

Visit the THRC website <insert link once available> to download these and other resources.

One-on-One Mentorships

Selecting Mentors and Mentees

One-on-One Mentorships provide the most in-depth mentoring but they are not always suitable for everyone. Practical experience with mentoring programs in many industries and sectors has found that the mentoring partnerships most likely to be successful are those where mentors and mentees have some key characteristics.

Core and Ideal Characteristics for One-on-One Mentorship Participants	
Core Characteristics: Critical for Success	
Mentor	Mentee
<ul style="list-style-type: none"> ■ Man or woman, from any occupation in trucking ■ Willing to commit time and energy to interact regularly with a mentee in a variety of ways over a period of up to six months, with an expected minimum commitment of 1 ½ hours per month ■ Participate in at least one face-to-face meeting with the mentee ■ Participate in the evaluation of the program (Tool 5) 	<ul style="list-style-type: none"> ■ Woman, from any occupation in trucking ■ Willing to interact regularly with a mentor in a variety of ways over a period of up to six months, with an expected minimum commitment of 1 ½ hours per month ■ Participate in at least one face-to-face meeting with the mentor ■ Participate in the evaluation of the program (Tool 5)
Ideal Characteristics	
<p>Possesses most of the following characteristics:</p> <ul style="list-style-type: none"> ■ Committed – to encouraging women in the trucking industry ■ Knowledgeable – has extensive knowledge and experience (three or more years in the industry) ■ Supportive – helps the mentee to accept challenges, overcome difficulties, engage in useful professional activities, and is a good listener ■ Motivating – can inspire the mentee to grow and develop ■ Achiever – takes on the responsibility of mentoring, in addition to current workload ■ Respectful – provides feedback, knowledge and guidance in ways that are “totally honest and totally kind” ■ Enabler – believes that mentees are responsible for their own learning and supports this belief with appropriate mentoring behaviours. ■ Open-minded – believes that learning is life-long and is open to learning new things. 	<p>Possesses most of the following characteristics:</p> <ul style="list-style-type: none"> ■ Committed – to a career in trucking ■ Problem-solving attitude – proactive in approach ■ Takes ownership – for own learning ■ Takes responsibility – for own career ■ Motivated – shows a strong desire toward new learning and skill improvement ■ Open-minded – for example, open to acquiring knowledge in various and unfamiliar ways

If the above characteristics aren't in place, mentees can still benefit from participation in Online Peer Networks and Local Women's Events.

Tips for Matching Mentors and Mentees

Depending on your resources and how involved you want to be in matching one-on-one mentoring partners, your role as an employer or an association can range from offering general advice (e.g., providing information on industry associations and networking events) to actively matching individuals.

If your mentoring program includes connecting mentors and mentees, here are some tips for making a good match:

What to Do:

- ▶ Most importantly, find out what support and guidance the mentee is looking for and match her with a mentor who has the skills and interests to help in this way.
- ▶ Do not pair supervisors with their employees. Try pairing people who have different backgrounds – work experience, region, gender, age, etc. These kinds of pairings can give both mentors and mentees a new perspective and the opportunity to work with and learn from people who are different from them.
- ▶ To help confirm individuals' suitability for participating and making a good match, it's useful to vet interested mentors and mentees if you don't know them – or don't know them well. One way to do this is by contacting someone who has worked with them before, such as a manager, a human resources person or another business reference that the individual suggests. Questions to ask include:
 - How long have you known this individual, and in what capacity?
 - Can you confirm that he/she is currently employed as [details], and has approximately [details] years of experience in the industry?
 - Would you see this individual being a suitable participant for this program (with regard to personal characteristics)?
 - What would be helpful for us to know, in order to support this individual in having a successful mentoring experience?

What to Avoid

- ▶ Look out for obvious mismatches. For example, don't match a technical mentor with a mentee whose mentorship focus is on leadership skills. While it may be tempting to match a mentor with 25 years' experience with a mentee with two years' experience, it might be hard for the mentor to recall what it was really like starting out. It may be better to match a newcomer with someone who has just a few more years of experience.

SEE TOOL 3: One-on-One Mentorship Profile Form

Cross-gender Mentoring: Benefits and Considerations

In a male-dominated industry like trucking, it is important for both men and women in leadership roles to mentor women. Some benefits and considerations include:

- ▶ Having a good network is important for career success. Programs with both men and women mentors expand the informal and formal professional networks for the women who are mentees.
- ▶ Matching women with women can create a comfortable relationship where there are shared experiences and perspectives.
- ▶ Matching women with men can offer the opportunity for mentor and mentee to get a different perspective, particularly on gender issues in the workplace.
- ▶ There may be a shortage of experienced women in your organization to be mentors. You may need male mentors. Cross-gender mentoring partnerships can help raise awareness among male leaders about women's working experiences in trucking, and how to make their workplaces more inclusive of women.
- ▶ Including both women and men as mentors reinforces that increasing women's representation and participation in trucking is a business issue, not a women's issue.

“A mentor provides feedback, knowledge and guidance in ways that are “totally honest and totally kind.”

What to do when it's hard to make a match

You may have interest from mentors or mentees who are interested in getting involved in a one-on-one mentorship relationship, but do not meet all the eligibility criteria (eg., core characteristics). For example, a mentor might not be able to meet the time commitment or your mentoring program may not have enough mentors or other resources to accommodate everyone who is interested. To support their interest in taking part, share information with them about the other models of participation (Online Peer Networks, Local Women's Events). For potential mentees that you are unable to include in your program, consider offering a single “one-on-one meeting” with a senior manager or leader, or a human resources specialist (if available in your company) who can offer some general career advice, coaching and make the individual aware of training and development resources. Group mentoring, where a senior leader meets occasionally with a small group of 4-6 women, is another approach for managing demand for mentoring; it also incorporates peer learning among mentees.

Cross-organizational Mentoring

If your organization does not have enough women or men who can be mentors, another option is pairing up the mentee with a mentor from another company or organization. The benefits of cross-organizational pairings include:

- ▶ Making mentoring opportunities and their benefits available to smaller companies that lack the resources to have their own programs
- ▶ The potential for more candid and open mentee/mentor relationships that can result in a much more robust and valuable mentoring partnership
- ▶ Providing both members of the mentoring pair with a diversity of personal and organizational perspectives, cultures and attitudes – enriching and adding value to their mentoring experience

Cross-organizational mentoring does have some potential risks; specifically, conflict of interest related to employee poaching and/or the disclosure of confidential and proprietary information. These can be addressed within the one-on-one mentoring model.

Employee poaching

Avoid mentor/mentee matches with direct competitors and mentors currently in a similar occupation. Instead, match a mentee with a mentor who is in a role the mentee is interested in getting into over the longer-term.

Avoid matching employees with similar occupations in which information sharing could result in a conflict of interest, such as a mentor who is a recruiter. Instead match with a mentor from a related company that is not a direct competitor – for example, for-hire vs. private fleet vs. owner-operator, or warehousing vs. delivery, etc.

Protecting confidential company/proprietary information

Both employers and individual employees should be aware of the importance of protecting their company's confidential information. Mentors and mentees should be careful to avoid discussing topics that would lead to inadvertently disclosing confidential and/or proprietary business information.

See the tools in this guide and the One-on-One Mentorships guide for tools to make mentors and mentees aware of the above situations and how to avoid them.

SEE TOOL 4: Laying a Solid Foundation: Employer, Association, Mentor and Mentee Commitments

SEE THE TOOLBOX GUIDES: Introduction; One-on-One Mentorships



Leveraging current initiatives to support mentoring

Consider how to tap into ongoing resources and activities:

- Encourage individuals interested in leadership development to become a mentor.
- Use individual development plans to track the success of the program.
- Add a mentorship segment to regular meetings or lunch-and-learns – this will also help with engaging men in the initiative.
- Add a discussion on mentorship to company intranet or Facebook forums.
- Share success stories and learnings in company newsletters and industry events.

Best Practices for One-on-One Mentoring Partnerships

The One-on-One Mentorship model reflects best practices in mentorship. Keep these practices in mind when implementing the mentorship program in your organization.

- ▮ Set clear program goals linked to the organizational business case.
- ▮ Support realistic expectation setting by the mentoring pair.
- ▮ Encourage mentors and mentees to use the partnership guidelines to confirm mutual expectations and commitments (e.g., confidentiality).
- ▮ Facilitate (make easy) a variety of ways to communicate.
- ▮ Offer mentors and mentees tips and guidance for success, including how to handle challenges that may come up during the mentoring relationship.
- ▮ Include a process (and a key contact) that makes it easy to end a mentoring relationship if, after a trial period, the match isn't working ("no fault divorce").
- ▮ Actively support the program on an ongoing basis.

Once the program is in place, continue to promote its success:

- ▮ Involve and ensure the commitment of senior leaders, including the mentee's manager, in the process and program.
- ▮ Recognize and let both mentors and mentees know you appreciate that they are sharing their time, experiences and wisdom.
- ▮ Track and communicate success stories (with participants' permission) to build momentum and interest in participation and involvement.
- ▮ Integrate the mentorship tools and materials into other initiatives such as orientation programs, "welcome events" for new hires, online networks for drivers, and tips to support managers in having developmental discussions with their staff.

Resources for Other Types of Mentoring

Online Peer Networks

Sponsoring Online Peer Networks can be a valuable initiative to support your women employees or members. If you want to sponsor an online network:

- ▶ Decide who can join. Will membership be limited to your employees/members or open to others? A restricted membership makes the forum a special benefit for those who belong to it. A wider membership gives your employees or members a way to interact with and learn from other women in the industry. If you are not sure, start small with a restricted network. You can always expand it later and perhaps keep your employees or members in a designated subgroup within the network.
- ▶ Decide if men can participate as members and, if so, in what way? While the primary purpose of the Online Peer Network might be to support and mentor women (by women/for women) working in trucking, women can often benefit from mentorship from men, too.
- ▶ Be clear about what responsibilities your company or association is taking on, and where your accountability starts and stops. Encourage women to take an active role in shaping and maintaining the online community.
- ▶ Decide what resources you are able to dedicate to supporting and facilitating the program vs. managing it.
- ▶ Engage some senior company and/or industry leaders or role models to join the online community. Ensure that they are active members, particularly in the early days. This will demonstrate that the network is an important initiative with solid commitment from the organization.
- ▶ Consider carefully whether your organization's name will be part of the network's name and how visible it can be outside of your organization. Creating an online women's network for peer mentorship can give your organization some positive recognition. It can also require closely monitoring the content of postings.
- ▶ Choose a platform for the network. There are a few common choices for social media platforms – accessible on computers and mobile devices. They offer a way to create a 'group' of connected people – with control over who joins and with various levels of privacy. Groups allow members to post information, ask questions and participate in conversations. Some platforms include a function to categorize the content, create Polls or host events – which can be a good way to keep members engaged. Here is a description of three common platforms – explore the features of each to decide which might be best for your group.
 - **Facebook** – It is widely used and familiar to most people. Create a Group with a Closed or Secret privacy setting. You can identify a few women to be Admins of the group, which helps to share the work of facilitating the network. Facebook offers some tips online [here](#).
 - **Google+** – The Google platform has its own social networking layer. "Communities" are a way to connect people with common interests. Setting it as 'private' allows the moderator to control who can join and see the content; 'searchable' allows people to find it and ask to join. It connects easily with other features of the Google platform. Google's basic guide to get started is available online [here](#).

- **LinkedIn** – This networking site is widely used in business and professional circles. You can create a Members-only Group and designate an Owner, one or more Managers and Moderators to share the workload. See the online “field guide” from LinkedIn for more information. In LinkedIn groups, every piece of content must be approved by a moderator – this adds to the work, usually creates some delays and puts the moderator(s) in full control of what gets seen.
- **Meet-Up** – MeetUp Groups connect people with shared interests, who arrange to meet regularly face-to-face. Current members located in the region where a new group is established, as well as members who've indicated they are interested in the topic your group focuses on, will be automatically notified that it has been created.

Local Women's Events

Sponsoring mentorship events can be an important way to support your women employees or members – to supplement one-on-one mentoring and online networks – or if you do not have the resources for an ongoing mentorship program. In sponsoring an event:

- ▶ Decide if attendance will be limited to your employees/members or if it will be open to others. A restricted attendance makes the event a special benefit to your employees or members and builds relationships among them as a community. A wider attendance gives your employees or members a way to interact with and learn from other women in the industry.
- ▶ Encourage women to take an active role in shaping and organizing the event. Create and support a task force or action team to plan the event.
- ▶ Decide if men in your organization will be invited to participate in the event and in what way. While the primary purpose might be to support and mentor women working in trucking (by women/for women), men can provide important support as mentors and champions.
- ▶ Have some senior leaders or role models (women and men) commit to attending the event. This will demonstrate the company's or association's commitment to the event and will likely help to attract participants.

Employers and associations may also want to consider being a sponsor to support Local Women's Events that people and organizations in the trucking industry host.



Monitoring and Evaluating the Program

Just like any other program, it is important to monitor and evaluate your mentoring program to assess its business value and return-on-investment of the time and energy that your organization commits to it.

Evaluating the program will provide you with information about how well it is meeting its goals:

- ▶ How well is mentoring working in your organization, and are there any barriers or challenges?
- ▶ How are mentoring pairs interacting, and how often, when and in what ways?
- ▶ What mentoring resources are being used and what else would be useful?
- ▶ Is mentoring helping women to thrive in your organization and in working towards their career goals?
- ▶ Are the mentoring relationships helpful to the mentors and what are they learning?
- ▶ What is the return-on-investment on mentoring in your organization?
- ▶ What would make mentoring more effective?

Monitoring and evaluating your program on an ongoing basis can also identify success stories that you can use (with the participants' consent) to communicate about mentorship in your organization.

SEE TOOL 5: Best Practices for Measuring the Success of a Mentorship Initiative

Promoting Your One-on-One Mentorship Program

There are many ways to promote your mentorship program to keep current mentors and mentees engaged, and attract new participants. Some potential activities are:

- ▶ Communicate, communicate, communicate about the benefits of participating (see the Introduction guide), how potential mentors and mentees can participate and (with their permission) share success stories of individual mentors and mentees.
- ▶ Ask a high-profile, well-regarded individual to champion mentorship on the program's behalf. It could be a senior executive and/or mentor, or an industry leader – someone with extensive industry networks who will encourage others to become involved.
- ▶ Tap into company or industry events to bring mentoring pairs or networks together.

TOOL 1: Women Employees Mentorship Needs Survey

(completion time: 5 minutes)

Adapt these survey questions to find out about the mentorship interests of your company's women employees. To distribute it, you can either:

- 1 use the electronic PDF, which can be filled on screen or by hand; or
- 2 contact Trucking HR Canada for support and access to an online version of the survey.

<Company's> Survey on Mentorship for Women!

A recent national survey of women in trucking across Canada showed that mentorship is important. The survey found that three out of five of the women who responded said they would be interested in one-on-one mentoring relationships.

As part of our commitment to supporting women at <Company>, we're exploring the idea of introducing a Mentorship Program for Women. We want to hear your ideas.

Please take 5 minutes to fill out this **confidential** survey by <date>.

1. One-on-One Mentorship

- We are considering introducing a One-on-One Mentorships program. It would involve:
 - Setting up a formal relationship between a senior person (man or woman – the “mentor”) and a less experienced woman (the “mentee”)
 - Focusing on supporting the career growth and development of the “mentee”
 - Regular mentor and mentee conversations (e.g., face-to-face, by telephone, by email or on social media such as Facebook, etc.)
 - Mentoring relationships lasting four to six months, or longer

How would you like to be involved in One-on-One Mentorships (if at all)? Please check all that apply.

- ☐ As a mentor | *option 1*
- ☐ As a mentee | *option 2*
- ☐ Not of interest right now

2. What Can You Offer as a Mentor? *If option 1 was selected*

- What do you feel you can offer to a mentee?

What is mentorship?

MENTORSHIP is a personal developmental relationship in which a more experienced or more knowledgeable person (the “mentor” – a woman or a man) helps to guide a less experienced or less knowledgeable woman (the “mentee”). Mentors help women to deal with a wide range of professional and technical work challenges, manage their careers, and succeed in the industry. Mentorship is important for women in any occupation in the trucking industry!

3. How Can You Benefit as a Mentee? *If option 2 was selected*

- How do you feel having a mentor would benefit you?

Would you prefer to be mentored by:

- ☐ A man
- ☐ A woman
- ☐ Peers
- ☐ No preference

Please add any comments.

4. Other Types of Mentorship

- There are two other approaches to mentoring that <company> could take. Please indicate if you are interested in participating in or helping to organize either or both of these approaches.

- ☐ **Online Peer Networks** In this option, <company> would help set up a group using social media – LinkedIn, Facebook or something else. Women members can post questions, answers, comments and advice. We would need a few women to help manage the online circle, and keep it active and interesting.
- ☐ **Local Women's Events** Local people (women only, or both women and men) would get together at face-to-face events. Formats could include a luncheon or dinner with speaker(s), a workshop or a casual networking event.

Please add any comments.

5. Your Expectations

- How do you think you might benefit from being involved in mentorship (if at all)? Please explain briefly.

6. Your Job Title

- What is your job title? _____

7. Years of Experience in Trucking Industry

- How many years have you worked in the trucking industry? _____

8. Questions or Suggestions

- Please tell us if you have any questions and/or suggestions about a possible mentorship program for women at <company>?

9. Want to Learn More?

- If you are interested in participating in the mentorship initiative, please provide your name and email so we can invite you to an information session that will explain more about mentorship at <company> and what would be involved.

10. Additional Comments (Optional)

- Do you have any other comments about mentorship for women in the trucking industry and/or at <company>?

Thank you for participating in this important survey!

TOOL 2: Sample Roll-out Checklist for a One-on-One Mentorship Program

Ready to get started? It takes as little as six weeks to put a One-on-One Mentorship program in place. Use the following checklist as a guide to implementing and supporting a mentoring initiative.

Program Element	Check once complete	Notes (e.g. timing, resources, staff involved, etc.)
<i>Gain buy-in and commitment from senior management</i> Use information on the benefits of mentoring for trucking organizations when presenting your case.	<input type="checkbox"/>	
<i>Assess organizational interest</i> Circulate mentorship survey (Tool 1), and follow up with a select number of individuals, as needed.	<input type="checkbox"/>	
<i>Adapt program to organizational needs</i> Select and adapt materials from the My Toolbox for Mentoring Women resources, as required. Make materials available on the company intranet/through HR (if applicable).	<input type="checkbox"/>	
<i>Recruit participants</i> Promote program within organization. Invite participants to complete Profile Forms (Tool 3). Invite potential participants to the program launch.	<input type="checkbox"/>	
<i>Conduct program launch session</i> Provide information about the program, including tools and resources. You can also use the session to: <ul style="list-style-type: none"> ■ Validate/get feedback on the program. ■ Ensure participants understand the commitment and the benefits. ■ Match mentoring pairs. 	<input type="checkbox"/>	
<i>Program in progress</i> Provide ongoing support. Provide information on other models of participation (Online Peer Networks, Local Women's Events).	<input type="checkbox"/>	
<i>Monitor and evaluate</i> Follow up with participants about their experience and adjust the program as needed. Collect any indicators of positive impact for the mentees, the mentors and the business.	<input type="checkbox"/>	

TOOL 3: One-on-One Mentorship Profile Form

Employers and associations can use this sample form to match mentoring pairs, both on an on-demand basis and to develop a shortlist of individuals for ongoing requests.

1. I would like to be a ☐ Mentee

For my Mentor, I am open to being matched with:

- ☐ Woman
- ☐ Man
- ☐ Someone in a different job than I have. Particularly:
- ☐ Someone from a different company or association
- ☐ Someone outside the region – would communicate mostly virtually

2. I would like to be a ☐ Mentor

For my Mentee, I am open to being matched with:

- ☐ Someone in a different job than I have. Particularly: _____
- ☐ Someone from a different company or association
- ☐ Someone outside the region – would communicate mostly virtually

CONTACT INFORMATION:

First Name: _____ Last Name: _____
Phone number: _____ E-mail Address: _____

WORK INFORMATION:

Current Employer: _____
Location: _____
Occupation or Career Field: _____ No. of Years in Trucking Industry _____
Business reference (name and contact details) _____
[This is someone who can vouch for your suitability to participate in the mentoring program.] _____

PERSONAL INFORMATION:

Hobbies or interests: _____

What characteristics are you looking for in your mentoring partner?

What goal(s) do you hope to accomplish by being involved in mentorship?

TOOL 4: Laying a Solid Foundation – Employer/ Association, Mentor and Mentee Commitments

Before forming mentoring partnerships, it is important for everyone involved to have a common understanding of their respective roles, responsibilities and expectations.

Employer and/or Association Commitments


Protect confidential information by:

- Managing program information in a confidential and sensitive manner.
- Encouraging participants in a One-on-One Mentoring partnership to review the One-on-One Mentoring – Tools for Success resource, and work with their partner to use the partnership guidelines it contains to confirm their commitments relating to confidentiality.
- Taking good business precautions in the case of mentorship partners in different companies. This would include explicit commitments to avoid employee poaching and protect confidential and proprietary information. Avoid cross-company matches with:
 - Companies who are direct competitors. Instead match the mentee with a mentor from a related company that is not a direct competitor (e.g., for-hire vs. private fleet vs. owner-operator, or warehousing vs. delivery, etc.)
 - Employees in similar occupations where information sharing could result in a conflict of interest (e.g., recruiters). Instead, match a mentee with a mentor who is in a role the mentee is interested in getting into over the longer-term.

Mentor and Mentee Commitments

Employers should have a conversation with employees who are participating in One-on-One Mentorships to ensure they are clear and comfortable with the following commitments, before they start meeting.

- Once you have a mentoring partner, get in touch to outline your availability and preferences for communicating, and confirm in writing, ideally through the partnership guidelines
- Always maintain confidentiality by not discussing your mentoring partner's private information with anyone outside your mentoring relationship.
- If you are going to engage in a mentoring relationship with someone from outside <company>, we'd appreciate if you could let us know by speaking with your manager or human resources <if applicable>. Avoid discussing any company-confidential information with your mentoring partner. If you have any questions about this, don't hesitate to ask your manager or human resources <if applicable>.
- Do not provide your mentoring partner's name or any other personal information to anyone else without his or her explicit consent.
- Keep your relationship professional. Do not discuss personal information with your mentoring partner unless she/he agrees.

- 
- Please make a commitment of at least six months to your mentoring relationship. If the relationship does not develop, please contact <person responsible for mentoring in your organization> for further support.
 - As part of our commitment to mentorship, we might ask mentors and mentees for occasional feedback and success stories. We will not share any information that would identify you, inside or outside <company>, without getting your permission in writing.
 - If anything about your mentoring relationship makes you feel uncomfortable, please report it to <name of person responsible for mentoring at company>.

TOOL 5: Best Practices for Measuring the Success of a Mentorship Initiative

Just like any other program, it is important to monitor and evaluate your mentoring initiative to assess its business value and return-on-investment of the time and energy that your organization commits to it. The following provides some suggestions on what information might be useful to track, and how to go about it.

General considerations

- Make sure that the information you evaluate is linked to the goals you had in mind when you started the initiative – e.g. improve driver retention rates, enhance individual performance review results, attract more women applicants.
- Evaluate both the process/ implementation of your initiative as well as its outcomes. Some key elements to look into include:
 - How well is mentoring working in your organization, and are there any barriers or challenges?
 - How are mentoring pairs interacting, and how often, when and in what ways?
 - What mentoring resources are being used and what else would be useful?
 - Is mentoring helping women to thrive in your organization and in working towards their career goals?
 - Are the mentoring relationships helpful to the mentors and what are they learning?
 - What is the return-on-investment on mentoring in your organization?
 - What would make mentoring more effective?
- Compare your evaluation findings with:
 - Results of any needs assessment survey you conducted with women in your company prior to the initiative's launch (see Tool 1) – i.e. is the program meeting original expectations?
 - Individual development plans of participants – e.g. is participation in one-on-one mentoring having an impact on goal achievement or goal setting?
- If you have several mentoring initiatives in place, you might gain good insights by evaluating each initiative and comparing the findings. Depending on the type of mentoring initiative you have put in place, the timing of your evaluation will vary – here are some suggested timeframes:
 - One-on-One Mentorship: Twice a year with all participants who completed a mentoring relationship during the period
 - Online Peer Networks: Once a quarter, posted for all participants on the network
 - Local Women's Events: Within two weeks after an event, disseminated to all participants
- As well as consulting with women involved in mentoring, you could also check in with their supervisors / managers for additional insights on impact of the initiative.
- Use the evaluation findings to make any changes required to enhance its impact for your organization.

Sample measures to track

Consider tracking some of the following measures depending on the mentoring initiative you have in place in your organization. Choose those indicators that are of greatest interest to your organization.

Quantitative measures	Qualitative measures
<ul style="list-style-type: none">■ Number of mentors/ mentees involved■ Time spent on mentoring for mentors / mentees (how often, when and in what ways are they interacting)■ Number of mentees successfully completing One-on-One Mentorship■ Number of women and men volunteering to be mentors■ Retention rate of program participants■ Promotion rate of program participants■ Number of requests for / downloads of mentoring resources■ Number of participants who would recommend the initiative to a co-worker	<ul style="list-style-type: none">■ Types of issues focused on / goals■ Satisfaction levels of mentors and mentees – e.g. effectiveness of mentoring partnership; progress towards goals■ Growth of mentee, both personal and professional – e.g. skills developed / key learnings (technical, soft skills, etc.)■ Type of assignments / learning and development opportunities while participating in mentoring■ Usefulness of mentoring resources■ Suggestions on other resources and supports that would be helpful



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info@truckinghr.com
613-244-4800

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