



Mentee

Handbook

CIVSA Mentorship Program



2026



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What is a Mentee?

A Mentee is...

The mentee drives mentoring; coaching is the opposite. The mentee sets the relationship goals and comes to their mentor with the problems they want to solve.

Benefits to Mentee:

- Enhance Skill Development
- Networking
- Problem Solving
- Knowledge transfer

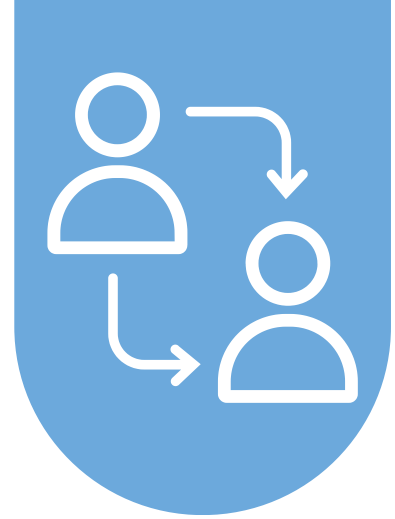
Mentoring is:

- Developmental: It is a development program that grows knowledge, networks, and careers.
- Candid and specific: A good mentoring relationship provides honest and specific feedback and a route to growth.

Mentoring is not:

- Replacement for formal development: Mentoring cannot take the place of formal training - it should compliment formal development activities.
- Personal counseling: It is best to seek help on personal issues from a life coach or mental health professional.

Types of Mentors



Advisor | *sounding board*

An advisor is someone who makes suggestions and recommendations on what their mentee should do. Advisors also give advice based on their professional expertise and personal experience.

Developer | *guidance; structure/direction*

A developer is similar to a coach but is an observer without specific goals for performance improvements. Developers are good listeners and will point out red flags they recognize in their mentees.

Broker | *facilitation; identify gaps*

A broker is great at connecting their mentee with opportunities to grow. Rather than discussing possibilities for growth, a broker will determine what their mentee wants to learn and then connect them with whoever is an expert in that area.

Challenger | *explorer; provokes positively*

A challenger thrives on tough love and playing the devil's advocate. They won't stand for poor attitudes or faulty logic. They will push back on their mentees if they begin to complain about their challenges without considering possible solutions. Mentees that want someone to "tell them how it is" will thrive under these mentors.

Clarifier | *teaches org values/politics*

A clarifier is a great companion to their mentee. A mentee who is independent and can pursue their growth without much direction would benefit from a clarifier. A clarifier will quickly be able to fill the gaps in the mentee's knowledge based on their own experience within the organization.

Affirmer | *enhances self-esteem; empathetic*

An affirmer is great for mentees that respond well to a soft shoulder. Rather than tough love, affirmers are great listeners. If a mentee is going through a stressful situation they can trust that their mentor will be there to talk through it with them.

How to be a Great Mentee

- **Discuss your Goals & Vision**
- **Be Present & Prepared**
- **Practice Active Listening**
- **Respond to Mentor's Advice**
- **Follow Through on Action Items**
- **Provide Feedback to your Mentor**
- **Respect Confidentiality**
- **Celebrate with your Mentor**

Don't

Talk more than you listen
Discredit their feedback
Push away constructive feedback
Break trust



START
HERE

Mentor-Mentee Meetings

Recommendations for meetings

- Prepare a day before & create an agenda
- Identify next steps after each meeting
- Follow up with mentor on action items (*if applicable*)
- Set reminders to share resources, educational sessions, etc.
- Don't forget important events (*birthday, CIVSA/work anniversaries, etc.*)

Optional Questions

Use the following questions to guide your first mentoring conversation, which will help you get to know one another and establish mutual expectations and goals. Then, note both parties' responses for future reference.

Questions to understand their background:

1. What is your educational and professional background (*including your current role and how long you have been with the organization*)?
2. What are your greatest strengths? Areas to improve on?
3. What are your short-term career goals? Long-term career goals?
4. What are your hobbies/interests outside of work?

Questions to get a sense of what your mentor is expecting:

1. What do you see as my role as your mentee?
2. What ground rules should we set (*ex: confidentiality, openness, honesty*)?
3. What topics are off-limits (*ex: performance reviews, personal lives*)?
4. What do you think will be challenging about this relationship?
5. What areas do you think you can best assist me with?
6. What do you hope to gain from this relationship?
7. How do you prefer to communicate between meetings?
8. When is the best time for you to meet?



START
HERE

Mentor-Mentee Meetings

First Meeting Checklist

A few things to check off before, during, and after your first meeting to make sure you're off to a good start.

Before your first meeting:

- Follow/request your mentor on LinkedIn
- Respond to their welcome email + bio about you + schedule your first chat
- Consider what you want to get out of the relationship

During your first meeting:

- Complete the mentor-mentee agreement and set parameters
- Introductions + discuss why you both are here
- Identify what your mentor can assist you with during your relationship

After you first meeting:

- Review and reflect what was discussed
- Submit your monthly check-in survey to Member Relations
- Ask any follow-up questions and work on action items
- Schedule your next mentor-mentee chat

Optional Activity Recommendations

- Book discussions
- Podcast/Webinar discussions
- Virtual meet-up with another mentor-mentee pair
- Resume Review/Revision (*always a good idea to keep your resume updated!*)
- TED Talk watch/listen & discuss
- Virtual Trivia Games
- Vision Boards

Expectations & Agreement



Discussions



- Willingness to discuss failures and successes
- Identify professional development goals, priorities, and career interests
- Maintain privacy/confidentiality of conversations
- Listen actively
- Provide honest feedback

Time & Scheduling



- Be accountable for scheduling meetings with mentor
- Respect each other's time and schedule
- Do the pre-work for mentor-mentee meetings
- Follow-up on action items during meetings
- Agree upon method(s) of communication

Mentor-Mentee Timeline

SEP

1st meeting to be scheduled

OCT

CIVSA Mentor-Mentee Social Activity (*optional*) + 2nd meeting

NOV

3rd Mentor-Mentee Meeting

DEC

Optional Meeting (*encouraged*) + Holiday Activity

JAN

4th/5th Meeting (*if pair met in month of Dec*)

FEB

CIVSA Mentor-Mentee Social Activity (*optional*) + 5th/6th Meeting

MAR

6th/7th Mentor-Mentee Meeting

APR

7th/8th Mentor-Mentee Meeting

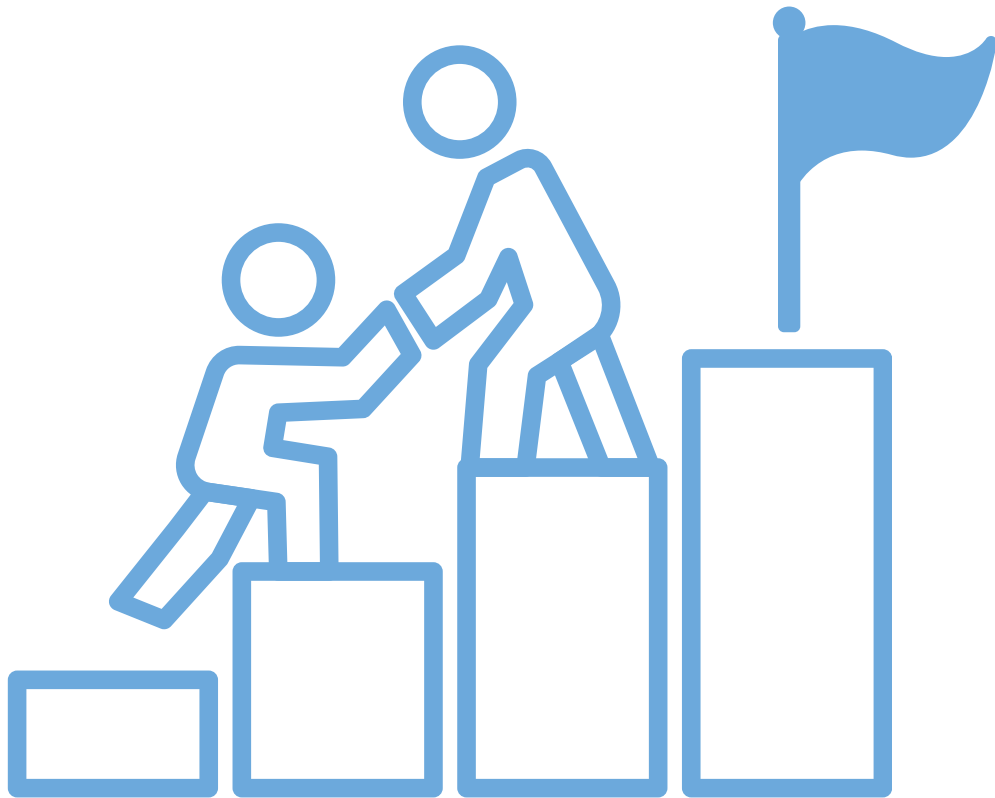
MAY

Mentor-Mentee Conference Meet-up (*if attending*)
OR Final Mentor-Mentee Meeting online



CIVSA

MENTORSHIP



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