Additional Resources

Mentee Access Points to Program:

- The Subcommittee connects each New Hire with a Mentor for an Intro Meeting.
- A current Team Member can request a match from the Subcommittee.
- A current Team Member can initiate and ask a Mentor directly.

New Hire Mentor Program Orientation Meeting Agenda:

- Welcome & Purpose of the Program
- Why You Became a Mentor
- What Mentorship Means to the Mentee
- Why Mentorship is Important at Benchmark
- Mentorship Program Confidentiality Guidelines
- Advise New Hire to **A)** Reach Out to You to Schedule Another Meeting, **B)** Identify Other Mentor or **C)** Contact Subcommittee
- Follow up with New Hire or Subcommittee to determine if New Hire connected with someone.

Stay In Touch Strategies for when you're not meeting:

- **Record your Mentees work anniversary date** and consider sending an email or writing them a note on their 90-day, 6 Month or First Anniversary (or something random including their 54th Friday at Benchmark)
- **Write down upcoming milestones** and send a card, give a gift, or attend the celebration/ceremony if possible.
- **Notes can be for anything.** If you know they have a personal or professional challenge going on, send an encouraging word.
- **Follow up on personal interests** they shared – "hey, how are things this month? How was that movie you wanted to see?"

Additional Sources:

- **For expenses,** enter the following code when turning in receipts and reimbursement forms: 1-01-150-7045.00. Email the reimbursement form and copy of receipt(s) to wstauffer@benchmarkgc.com, cc'ing cmccarthy@benchmarkgc.com.
- **The Organizational Chart** outlining participating Mentors and additional tools/resources to help facilitate connection and communication between Mentors and Mentees can be found in SharePoint.
- **Ask questions, share comments, or give feedback** by emailing mentorsubcommittee@benchmarkgc.com.

Roadmap for Mentoring

Ask questions, share comments, or give feedback by emailing mentorsubcommittee@benchmarkgc.com.

Transition Phase

All things must come to an end.

Whether it's a *new job, retirement* or a *mismatch*, our goal is for you and your Mentee to **end well**.

Mismatches happen and people move on from jobs. What matters most is our commitment as leaders to consistently offer this opportunity for connection and camaraderie through the Mentorship Program.

Consistency is a hallmark of leadership, and it is a reflection of our culture.

The matrix below was built to give directions when you encounter these scenarios.

	Mismatch	**Company Separation**
Mentor	If you believe an alternate Mentor would be a better fit for your Mentee, you can facilitate the connection between the New Mentor and Mentee or reach out to the Committee.	Whether retirement is approaching or a big move, consider sharing the news with your Mentee when the timing is right or reach out to the Committee to let them know of an upcoming change.
Mentee	Mentees are encouraged to have candid conversations with their Mentors if they believe an alternative Mentor would be a better fit. Mentees can also contact the Committee.	We wish people well in their future, regardless of the circumstances. HR or the Mentor Subcommittee will notify you if you are unaware of the Mentee's employment change.

**If a Mentee communicates they are considering leaving Benchmark, that is okay! The open dialogue between a Mentor and Mentee is a great space to have these kinds of conversations.*

Implementation Phase

Build trust and foster connection.

Fostering a connection over time with your Mentee is the next step and sometimes the hardest. This is where the rubber meets the road for continued engagement and facilitating connection. So, what are the building blocks of a successful Mentor and Mentee connection?

- ✓ Determine **frequency and timing** of meet-ups (i.e. 2nd Tuesday of each month from 3-4 PM at Quips).

- ✓ **Stay in touch** during the months you're not meeting to stay connected by sending an email or writing a personally handwritten note. See additional "Stay In Touch Strategies" on page 6.

- ✓ Below are additional **talking points** to use at meet-ups:
    1. *What challenges or questions are you grappling with now that I can help you with? How can I help you?*
    2. *What do you like to do when you're not working?*
    3. *Tell me about your past work experiences. What was the most enjoyable job or task you've ever had. Most difficult?*
    4. *What life or educational experiences have been the most meaningful to you?*
    5. *What are some of your greatest accomplishments (inside and outside of work)?*
    6. *What are your goals for the future?*
    7. *What relationship has been the most rewarding to you?*
    8. *Who is a leader you admire or look up to?*

- ✓ **Recognize your Mentee** for the completion of significant or special projects, rewards, milestones, etc. This can be done through a note or a small gift. Consider attending a graduation or award ceremony.

- ✓ **Know when to direct your Mentee to a Supervisor** (i.e., formal requests for training, educational needs, or substantial issue)

Mentoring 101

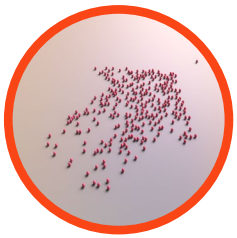
What is it?

At Benchmark Construction, **Mentors are the mortar in our culture** and strengthen team member engagement. Mentors are a quality connection for Team Members and live out Benchmark's value of Leadership as they inspire and encourage Mentees.

*The program was designed to focus on **camaraderie**, facilitate **connection** and enhance **communication** between Mentors and Mentees.*

Why me?

You embody the values of Benchmark and care about the quality of people's lives and their well-being. As a Mentor, you'll continue to utilize your **natural strengths as a leader** to positively impact, influence and inspire others. Mentors are required to have been a Team Member at Benchmark for at least three years.



What's next?

Check out this Guide and email mentorsubcommittee@benchmarkgc.com. The Committee will provide you with the next steps to become an available Mentor to our Benchmark Team Members. **We are grateful to you** for your commitment and willingness to create a culture where people can thrive at Benchmark.

Preparation Phase

Specs on mentorship.

Camaraderie I Build Trust

- ✓ Forming an **authentic connection takes consistently meeting** with a Mentee.
- ✓ **Benchmark reimburses up to $40 of the expenses.** See pg. 6 for details.
- ✓ Monthly meet-ups outside of work are encouraged and are ideal (bi-monthly at a minimum).
- ✓ Mentors and Mentees can set aside time (about two hours) for **breakfast, 9 holes of golf, happy hour,** and more.

Connection I Be Intentional

- ✓ **Mentees are encouraged to initiate** a connection with a Mentor in 1 of 2 ways including #1) approaching a Mentor directly or #2) reaching out to the Committee to request a Mentor.
- ✓ As a Mentor, **you are an ambassador of the program** and are prepared at any time to share information on the program or accept a request from a Team Member to be a Mentor.
- ✓ All new Team Members are assigned an introductory meeting with a Mentor to learn about the program within their first 90 days. In this ambassador role, you will share about the program. Following the intro meeting, Mentees can continue to meet with the Ambassador as their chosen Mentor or pursue an alternate Mentor. The Mentor should notify the committee following the meeting.

Communication I Foster Open Dialogue

- ✓ Mentees are guided to initiate meet-ups and schedule time with their Mentor however, **Mentors are encouraged to prompt Mentees** – especially in the early stages!
- ✓ Potential topics can include Mentee's **milestones, team challenges, personal interests and hobbies, professional goals,** and more.
- ✓ Tools and resources to help facilitate communication between Mentors and Mentees can be found in SharePoint.

Orientation Phase

The initial meeting.

Before you go...

Consider looking up your Mentee on LinkedIn to gain perspective on their life, vocational, and educational experiences. This information can lead to conversational starting points!

Connection & Conversation

Review the following talking points as you begin...

- ✓ **Role** – How did they get connected to Benchmark? Ask about the people on their Team. **What is most rewarding about their role?** Most challenging? What training or education experiences have they engaged in?

- ✓ **Life** – **How do they like to spend time outside of work?** Hobbies? What is their favorite restaurant? What show are they currently watching? Book they're reading? Do they volunteer anywhere?

- ✓ **Expectations** – What is important to them about having a Mentor right now? **Be sure to share the purpose of the program and why you chose to be a Mentor!** Decide with your Mentee how often you will meet up and schedule your next get-together before leaving the current meet-up.

- ✓ **Confidentiality** - **Mentees are encouraged to share openly** with their Mentor (including if they are considering leaving their role). However, if the content is *immoral*, *unethical,* or *illegal*, Mentors have a responsibility to report the information to the appropriate source. Read more in SharePoint.