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National Mentoring Program
Toward a Culture of Leadership and Learning

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MENTORING

Mentoring is a learning relationship in which both the mentor and the associate have an opportunity to share and develop their professional and personal capacities. The relationship is a valuable way to pass on corporate values and departmental knowledge and to provide career development opportunities for employees. Mentoring enriches the work experience of both parties, and is an effective way to integrate new employees. Mentoring plays an important role in workplace leadership development, retention and renewal, and attracting new talent.

THE DEPARTMENT OF JUSTICE NATIONAL MENTORING PROGRAM

The National Mentoring Program (NMP) supports employees in fulfilling the Department's mandate and responding to organizational priorities by:

- fostering learning through the exchange of knowledge across levels, functions, geographies and generations;
- contributing to a workplace that is more diverse and inclusive; and
- supporting the development of leaders of today and the leaders of tomorrow by building on their strengths and developing their leadership skills.

Who Can Participate?

The NMP is open to all employees at the Department of Justice. It crosses levels, functions,

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The NMP is open to all employees at the Department of Justice. It crosses levels, functions, geographies and generations. Mentors and associates are drawn from all sectors, branches, portfolios and regions.

What's in it for me?

Informal learning is one of the most valued outcomes reported by mentors and associates. The NMP enables access to mentoring relationships for everyone in the organization, including to those who have traditionally had less access to mentors.

A well-designed and supportive mentoring program helps ensure that the Department of Justice is a workplace where people development, management, and diversity are valued and recognized as essential to reaching departmental goals.

What does it mean to be a mentor?

- Mentors are typically seasoned employee who are motivated to help others succeed.
- Mentors share their knowledge, skills and experience and act as advisors and guides.
- With the help of their mentors, associates are better able to achieve professional development and career goals, broaden their own experiences and share new ideas.
- Mentors are in a unique position to offer diverse perspectives and personal insights.

What does it mean to be an associate?

- Typically, associates are new or junior employee who are looking to expand their knowledge of the organization.
- Associates work with their mentors to learn from the knowledge, skills, techniques and experience of others.
- They must be willing to self-disclose, to ask for help, to seek new ideas, and to try new ways of doing things.
- An effective associate is committed to learning, growing, and taking charge of his or her professional and career development.

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- An effective associate is committed to learning, growing, and taking charge of his or her professional and career development.
- Associates apply the lessons they have learned from their mentors to achieve personal improvement.

QUESTIONS?

If you have any questions, please do not hesitate to [contact the National Mentoring Program Team](#).

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ANNEX A: APPRECIATIVE INTERVIEW GUIDE

An Appreciative Interview guide for Mentors and Associates

Instructions: Choose one person to interview the other, and then you switch roles. When you are in the interviewer role, your job is to be a student of your partner's story. Listen carefully, attentively and with genuine curiosity. Ask probing questions to help your partner tell his/her story in rich detail. You may hear things that trigger memories or stories in you...hold that thought! Focus your attention on your partner's story knowing that you will have your turn afterwards. It is recommended that you take some notes so you can reflect on your conversations together.

1. History:

- a. What first attracted you to this profession?
- b. Think back over your professional life and tell me a story about a time that really stands out for you as a high point – a time when you felt most alive, most engaged, or really proud of yourself or your work. What were the unique conditions that made that exceptional experience possible? What did you contribute?

2. Values and strengths:

- a. What do you value most about your work when you are at your very best?
- b. What do you value most about working for the organization?
- c. Without being humble, what are your greatest strengths?

3. Positive learning relationships:

- a. Tell me a story about the very best learning relationship you have ever experienced. What did you learn? What was it about that relationship that makes it stand out in your memory?

4. Looking to the future:

- a. Imagine that you have been granted three wishes for our mentorship that would make it the most rewarding and positive experience for you. What would you wish for?
- b. What is one small thing we could start to do right away that would start to move us in the direction of the future you desire for our mentorship?

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CONTINUING PROFESSIONAL DEVELOPMENT, ACCREDITATION AND TIMEKEEPING FOR LEGAL PRACTITIONERS

CONTINUING PROFESSIONAL DEVELOPMENT

The [National Mentoring Program Orientation Session](#) is eligible for Continuing Professional Development (CPD).

The mentoring meetings between a mentor and associate are eligible CPD activities by the following law societies. Please visit their respective websites for conditions:

- [Law Society of Alberta](#);
- [Law Society of British Columbia](#);
- [Law Society of Ontario](#);
- [Law Society of Saskatchewan](#);
- [Law Society of Nunavut](#); and
- [Barreau du Québec](#)

TIMEKEEPING

Department of Justice employees who are mandatory timekeepers have the option to record time spent on mentoring activities to this Mentoring National iCase/LEX file number: 8797635.

QUESTIONS

[If you have questions about CPD, accreditation, or timekeeping, please contact the Continuing Legal Education Program.](#)

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FREQUENTLY ASKED QUESTIONS (FAQ)

- [General FAQ](#)
- [FAQ for Associates](#)
- [FAQ for Mentors](#)

General FAQ

Q.1 Why a National Mentoring Program?

A.1 The National Mentoring Program (NMP) was developed to help the Department of Justice achieve three important objectives:

- foster learning by exchanging knowledge across levels, functions, geographies and generations;
- create a workplace that is more diverse and inclusive; and
- develop the leaders of today and the leaders of tomorrow.

Q.2 What is mentoring?

A.2 Mentoring is a learning relationship in which both the mentor and the associate have an opportunity to share and grow in both their professional and personal capacities. The relationship is a valuable way to pass on departmental values and corporate knowledge, and to provide career development opportunities for employees. A mentoring relationship enriches the

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Q.3 Who can participate in the National Mentoring Program?

A.3 The NMP is open to all employees at the Department of Justice. While all employees are welcome to register, priority will be given to indeterminate and term employees with a work term of more than six months.

Q.4 How does the program work?

A.4 Employees complete an online registration, either as mentors or associate. During the registration process, mentors and associates are required to complete a matching questionnaire. Based on responses provided in the questionnaire, the system then proposes potential matches to participants.

The NMP is associate-driven, meaning that the system tries to find a mentor that matches the requirements of the associate. Once matched, it is the associate's responsibility to manage the relationship. Once the associate receives a list of potential mentor or associates, it is up to him or her to establish first contact, schedule meetings and work out the terms of the relationship with his or her mentor. Once a mentoring relationship has been established, associates should register it using the NMP application.

A number of [tools and resources for mentors and associates](#) are available on the NMP website. Additionally, where numbers warrant, the Centre of Expertise for Learning and Professional Development (LPD) organizes orientation sessions for mentors and associates.

Q.5 I am new to mentoring. What supports are available for me in the Department?

A.5 The National Mentoring Program (NMP) at the Justice Canada is a facilitated mentoring program, meaning that although it offers a structure and resources, the responsibility for initiating and maintaining a productive mentoring relationship lies with the mentors and associates themselves.

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The NMP is coordinated by the Centre for Learning and Professional Development (LPD), which offers support to mentors and associates by:

- overseeing the automated matching process;
- maintaining and developing content on the NMP web site;
- organizing orientation sessions, workshops and learning activities for mentors and associates;
- promoting the benefits of mentoring;
- providing a range of tools and resources to participants to help make the most of mentoring relationships; and
- responding to inquiries from mentors and associates.

The NMP is also supported by Program Ambassadors and Program Coordinators, who are located in each branch, sector, portfolio and region.

A number of [tools and resources](#) are available on the NMP website to assist mentors and associates, as well as anyone looking for information about mentoring at the Department of Justice.

Q.6 Is mentoring a recognized Continuing Professional Development (CPD) activity for legal practitioners?

A.6 A number of Law Societies have recognized the NMP Orientation Session and the meetings between mentor and associates. For more information about accreditation, timekeeping and continuing professional development, please consult the [Mentoring and Continuing Professional Development page](#).

Q.7 Can I register as both a mentor and an associate?

A.7 If you have knowledge to share but still want to learn more, you can register as both a mentor and associate. You would need to complete the registration process as a mentor and an

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To register as an associate, select the "I am looking for a mentor" link on the [NMP home page](#).

To register as a mentor, select the "I would like to be a mentor" link on the [NMP home page](#).

Q.8 How do I register a pre-existing relationship?

A.8 To register a pre-existing or informal relationship, visit the [NMP home page](#) and select the "I want to register a relationship" link.

Q.9 How much time do I have to commit to mentoring?

A.9 The amount of time spent on mentoring is determined by the individuals in the mentoring relationship. The relationship can be as informal or as formal as you would like. For example, some participants prefer to have regularly scheduled meetings every other month. Others are comfortable with periodic phone calls as time and work schedules permit. Expectations regarding time commitments and schedules should be discussed during your initial mentoring meetings.

Q.10 When are the orientation sessions?

A.10 Orientation sessions for mentors and associates are offered where numbers warrant and the frequency of orientation sessions varies by region.

If you are interested in participating in an orientation session, please [contact the NMP team](#) to signal your interest.

Please consult the [Departmental Training Calendar](#) to see when the next session is being offered.

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Please consult the [Departmental Training Calendar](#) to see when the next session is being offered.

Because orientation sessions are offered only when numbers warrant, you should not wait to establish contact with your mentor or associate. As soon as you have identified a potential match, it is a good idea to set up an initial meeting.

Q.11 Do I need to tell my supervisor that I am in a mentoring relationship?

A.11 You do not need to tell your supervisor that you are in a mentoring relationship. However, mentoring is a departmental priority and is supported by all senior management. It can also be advantageous to identify mentoring on your Individual Learning Plan. Also bear in mind that operational requirements may have an impact on when you can schedule meetings or phone calls with your mentor or associate. Therefore, if you are comfortable advising your manager that you are in a mentoring relationship, it may be a good idea to do so. If you need advice, please do not hesitate to [contact the NMP Team](#). We are here to help.

Q.12 Is the information exchanged while mentoring confidential?

A.12 Confidentiality is an essential part of the mentoring relationship. Everything shared between a mentor and associate is shared in trust and is completely confidential.

Q.13 How long do mentoring relationships last?

A.13 There is no standard length of time assigned to mentoring relationships. The mentor and associate will establish goals and objectives for their relationship. Once those goals and objectives have been achieved, you may choose to establish new goals. On the other hand, you may feel that you are ready to move on to a new mentoring relationship. Mentoring relationships may last for a few months, or a few years – You decide!

Q.14 I would like to establish a mentoring relationship with someone outside the Department. Is that an option?

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Q.14 I would like to establish a mentoring relationship with someone outside the Department. Is that an option?

A.14 While the matching feature of the NMP is only available to employees of the Department of Justice, it is possible to register a mentoring relationship with either a mentor or associate from outside the Department. When registering your relationship, simply select the "Register existing external mentoring relationship" link.

Another valuable resources for employees seeking mentoring opportunities within the Public Service of Canada is the [Career Marketplace](#), which is available through GCConnex. Participants can post messages and search for available opportunities within the public service, either as a mentor or mentee (associate).

FAQ for Associates

Q.15 What is an associate?

A.15 Associates are people who are:

- eager to learn from the knowledge, skills, competencies and experiences of others ;
- willing to self-disclose, to ask for help and to seek new ideas;
- open to try new ways of doing things;
- committed to learning, growing, and taking charge of their professional and career development; and
- invested in professional and personal improvement.

Q.16 Who can be an associate?

A.16 Anyone can be an associate. Effective associates are:

- committed to increasing their potential for success;
- open to receiving advice, guidance and constructive criticism; and
- interested in broadening their perspectives on the organization.

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- interested in broadening their perspectives on the organization.

Q.17 How will I benefit as an associate from this program?

A.17 The relationship you develop with your mentor will serve you well, both personally and professionally. For example, mentoring relationships can:

- provide you with a safe place to ask questions;
- open doors, by providing you access to mentors from across the country;
- increase feelings of belonging;
- support the [onboarding and orientation process](#); and
- help you to navigate the "unwritten rules"

Q.18 As an associate, what can I do to make sure the mentoring relationship is successful?

A.18 As an associate, you can take a number of steps to ensure you have a productive relationship with your mentor. For example, you should:

- meet regularly with your mentor;
- take responsibility for your own growth and success by setting clear professional goals and career objectives;
- make your own decisions, but be sure to accept constructive criticism and use feedback wisely;
- listen actively and remain open to suggestions;
- ask your mentor for guidance and assistance when needed;
- maintain a confidential relationship;
- maintain an atmosphere of trust in the mentoring relationship; and
- drive the mentoring relationship by raising professional and career-related issues for discussion.

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- maintain a confidential relationship;
- maintain an atmosphere of trust in the mentoring relationship; and
- drive the mentoring relationship by raising professional and career-related issues for discussion.

Q.19 As an associate, what will I be expected to do?

A.19 As an associate, you will be expected to:

- complete an associate profile on-line;
- initiate conversations with potential mentors and register new and existing mentoring relationships;
- establish an agreement with your mentor about how the relationship will unfold and abide by the terms of the agreement;
- consider the demands placed on the your mentor and prepare in advance for scheduled meetings;
- participate in collaborative activities designed to enrich the mentoring relationship as necessary;
- provide feedback on your experience and participate in the evaluation of the program; and
- recognize that having a mentor does not guarantee career advancement.

Q.20 I am having a hard time finding a suitable mentor. What can I do to improve my prospects?

A.20 It is not that uncommon to face challenges in finding a suitable mentor. If the potential

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Q.20 I am having a hard time finding a suitable mentor. What can I do to improve my prospects?

A.20 It is not that uncommon to face challenges in finding a suitable mentor. If the potential mentors being proposed to you don't quite align with the skills and competences you're looking for, it may be worthwhile to review your expectations or take another look at the matching questionnaire you completed.

There are a number of potential factors that can limit matching options between mentors and associates. Just to name a few examples, the following considerations may be contributing to the problem:

- **Incomplete files** – Have you completed all the fields in your matching questionnaire? Take a look at your profile and make sure that you have provided all the required information.
- **Geographic limitations** – You may have indicated that you are only looking for a mentor within the same geographic area. This limits the results you receive. Some people have found that distance mentoring is a good option.
- **Linguistic restrictions** – Perhaps you indicated a particular language preference. By doing so, you may have inadvertently ruled out certain mentors. If you are bilingual, you may want to consider removing the language preference.
- **Other restrictive criteria** – Is it possible you included overly restrictive criteria (e.g. extensive experience in a particular specialization, expert knowledge in a given area)? Specialized skills are important, but often acquiring more general insights and learning about career experiences is equally important. It may be worthwhile to consider people from outside your classification or specialization, as they could have valuable experiences or practical skills you have not already thought about.

Q.21 I would like to approach someone I believe would be a good mentor but am not comfortable doing so. How can I find out if they are registered with the NMP?

A.21 It can be difficult to approach someone you may not know very well to ask them if they are willing to be your mentor. While completing your registration, you will be asked if you have someone in mind to be your mentor. You may identify a Justice employee and a member of the NMP team will approach that person on your behalf. But remember, finding a good match is ultimately your responsibility. The mentors who have registered for the NMP are eager to help,

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Q.22 My mentor is from a different region but we would still like to attend an orientation session. What are my options?

A.22 Ideally, mentors and associates should plan on attending the same orientation session. However, we recognize that this is not always possible.

The orientation session for mentors and associates has been designed to accommodate this reality. Therefore you may each attend the first part of the session separately, in your respective regions and complete the related activities together remotely, during your first mentoring meeting.

Alternatively, the orientation session is available on DVD, which you could view at your desk on your own time and then complete the activities together remotely.

It is important to remember that orientation sessions are only offered when numbers warrant. Therefore, you should not hesitate to schedule a meeting with your mentor, even if you have not completed the orientation.

FAQ for Mentors

Q.23 What is a mentor?

A.23 Mentors are employees who are ready and willing to:

- share their knowledge, skills, techniques, and experiences;
- act as an advisor and guide, assisting their associates to achieve professional development and career goals;
- broaden their own experience, share their ideas and perspectives;
- promote the values of the organization; and
- help make the [orientation and onboarding process](#) a success.

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- broaden their own experience, share their ideas and perspectives;
- promote the values of the organization; and
- help make the [orientation and onboarding process](#) a success.

Q.24 As a mentor, what will I be expected to do?

A.24 As a mentor, you will be expected to:

- complete a mentor profile on-line;
- participate in an orientation session once the matching process is complete;
- establish and fulfill an agreement with the associate about how the relationship will unfold;
- devote the time necessary to provide mentoring to the associate;
- hold regularly scheduled meetings with the associate to discuss progress;
- participate in collaborative activities designed to enrich the mentoring relationship; and
- participate in the evaluation of the program.

Q.25 Who can be a mentor?

A.25 Anyone can be a mentor. Mentors are people who have experience and knowledge to share and who are committed to:

- providing guidance and advice based on their skills, competencies and experiences;
- contributing to the success of the organization and investing in the future;
- learning new ways of doing things.

Q.26 Does a mentor have to be someone in a senior position?

A.26 Anyone can be a mentor. Regardless of your experience, background and level, if you are willing to share your skills, competencies and professional experiences, there may be someone

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Q.26 Does a mentor have to be someone in a senior position?

A.26 Anyone can be a mentor. Regardless of your experience, background and level, if you are willing to share your skills, competencies and professional experiences, there may be someone who can benefit from having you as their mentor. We all have something unique to offer and your specific experience and qualities may be exactly what an associate registered for the program is seeking.

Q.27 How will I benefit as a mentor from this program?

A.27 Serving as mentor will benefit you both professionally and personally. As a mentor, you will:

- build a strong sense of self-satisfaction;
- learn about yourself and your talents;
- leave a legacy;
- help your associate to navigate through "unwritten rules";
- reflect on topics that may not have been addressed when you began your career at Justice, and share your insights with your associate;
- develop your own listening and problem solving skills;
- contribute to the success of the organization; and
- support your associate to explore his or her limits and step outside his or her comfort zone.

Q.28 Can I mentor my own employee?

A.28 It is not recommended that a mentor be matched with their own employee. Managers and supervisors are already in place to pass along knowledge, to guide their employees, and to help with their development. A mentor can provide additional support without being in a direct-report relationship with his or her associate.

Q.29 What do associates look for from their mentors?

A.29 Every associate has distinct needs. However, generally speaking, they are looking for the

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Q.29 What do associates look for from their mentors?

A.29 Every associate has distinct needs. However, generally speaking, they are looking for the following things:

- a safe place to ask questions;
- an opportunity to learn from someone with different career and life experiences;
- exposure to new perspectives; and
- guidance navigating the "unwritten rules" of the workplace.

Q.30 Can I be a mentor to more than one associate?

A.30 Some mentor prefer to limit themselves to one associate, while others are comfortable having more than one associate. Either choice is acceptable. If you are comfortable mentoring more than one employee, we encourage you to do so.

When completing your matching questionnaire, you can indicate exactly how many associates you are willing to mentor. Once you have been matched with the maximum number indicated in your matching questionnaire, your name will no longer be provided to associates as a potential mentor. However, once you have ended a mentoring relationship with one or more of your associates, you will be able to establish mentoring relationships with new associates.

As circumstances and preferences evolve, you always have the option to modify your matching questionnaire to change the number of associates you are willing to accept.

Q.31 I have been registered as a mentor but am not yet matched. Why is that?

A.31 Registration in the program is ongoing. Depending on how many associates are registered and the knowledge they are seeking, it may take some time before you are approached to be a mentor.

If you find that you are not being matched with potential associates, it is always a good idea to review the information in your matching questionnaire. Bear in mind that while some associates are looking for very specific competencies or expert knowledge in a given area, others are

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Q.31 I have been registered as a mentor but am not yet matched. Why is that?

A.31 Registration in the program is ongoing. Depending on how many associates are registered and the knowledge they are seeking, it may take some time before you are approached to be a mentor.

If you find that you are not being matched with potential associates, it is always a good idea to review the information in your matching questionnaire. Bear in mind that while some associates are looking for very specific competencies or expert knowledge in a given area, others are looking for more generic skills and experiences.

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National Mentoring Program
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GLOSSARY OF TERMS: NATIONAL MENTORING PROGRAM

Appreciative Inquiry: A philosophy and an approach to change in which a deep understanding of moments when we are at our very best leads us to imagine new possibilities for the future.

Associate: Associates are employees, regardless of age or tenure, who are looking to expand their knowledge of the organization. They are eager to learn from others, and are committed to taking charge of their personal and career development. By working with a mentor, an associate can increase his or her potential.

Coaching Coaching is a form of learning in which one person (the coach) supports another (the learner) in achieving specific personal or professional goals. The Human Resources Institute of New Zealand defines it as "partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential". Effective coaches ask powerful questions that help guide the learner to identify and explore potential solutions to the challenges they face.

Confidentiality: The principle in ethics that the information a person reveals is private and has limits on how and when it can be disclosed to a third party.

Learning and Development Plan: Learning and Development Plans (LDP) are an important element of the Performance Management Cycle. They are an essential ingredient to ensure the Department remains a strong learning organization. LDP are required for all employees. They contain job-specific learning objectives, as well as learning objectives that support ongoing career development. For more information, please consult the [Performance Management section of the GCIntranet](#).

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contain job-specific learning objectives, as well as learning objectives that support ongoing career development. For more information, please consult the [Performance Management section of the GCIntranet](#).

Managing: A supervisory relationship focused on the achievement of the deliverables of the position.

Matching Process: In the context of the National Mentoring Program (NMP), the automated matching system provides the names of potential mentors to associates. When mentors and associates register for the NMP, they complete a matching questionnaire. Based on the responses to the questions, the NMP application identifies potential matches and shares them with the associate. While the matching system is automated, it is up to each associate to reach out to potential mentors and initiate the mentoring relationship. Members of the [National Mentoring Program Team](#) are available to provide guidance and advice to mentors and associates throughout the process.

Mentor: A mentor is an employee who is motivated to help others succeed and can offer the wisdom of experience. Mentors act as guides and advisors to their associates. They share their knowledge, skills, competencies and experiences. During the mentoring process, mentors often acquire new perspectives and learn from their associates too.

Mentoring: A personal learning relationship focused on mutual professional and personal growth.

Mentoring Agreement: The agreement through which the mentor and the associate establish their hopes and expectations for the mentoring relationship at the outset of the relationship. The mentoring agreement outlines the terms of the relationship and establishes important details, such as how often a mentor will meet with his or her associate.

Performance Management Agreement: The performance agreement is a mutual understanding between the executive and the manager about what is expected from the individual and how performance will be assessed. It outlines the ongoing and key commitments and the performance measures at the beginning of the performance cycle and documents the results achieved at the end of the cycle. For more information, please consult the [Performance Management section of the GCIntranet](#).

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10 MENTOR PROFILE(S) MATCHES YOUR REQUEST

Please note that the mentor options provided below are mentors who are currently available in the NMP database who were found to be the **closest** match to what you indicated on your matching questionnaire. The potential mentors have been provided by order of experience, knowledge, and skills that are closest to those you have identified. If you have any questions about their profile or their preferences in an associate, ask them directly as this will help you make a more informed choice

Richelle Rae
Ms.
Aboriginal Affairs Portfolio
Vancouver

Interests / Experience
Administrative Law, Aboriginal Law, Policy, Crown Liability, Litigation Support, Research Skills, Organizing Skills, Work / Life Balance, Client Service, Consultation Skills, Active Listening, Communications Skills, Problem Solving, Negotiating Skills, Advisory, Policy, Legislation, Legal Services, Litigation

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Tunice Tsui
Director, Business Management

My Mentoring File >>>
Greg Scott
Justice - National Capital Region
Personnel Administration

Employee in mind? >>>
Send a mentoring invitation
Name, first name
--- N/A ---

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Tunice Tsui
Director, Business Management
National Litigation Sector
Vancouver

Interests / Experience
General Leadership Competencies, General Management Competencies, Human Resources Management, Managing Change, Decision Making, Project Management, Performance Management, Supervisory Skills, General knowledge of corporate functions, Human Resources, Presentation Techniques, Meeting Management Techniques, Research Skills, Organizing Skills, Work / Life Balance, Teaching / Facilitating, Active Listening, Interpersonal Relationships, Communications Skills, Time Management, Conflict Management, Problem Solving, Team Work, Negotiating Skills

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Ted McHabb
Counsel
Policy Sector
Ottawa

Interests / Experience
General knowledge of corporate functions, Policy Development, General organizational competencies, Organization and Culture, Mandate, Role and Responsibilities, Headquarters Perspectives, Work / Life Balance, Interpersonal Relationships, Networking, Negotiating Skills

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Lysanne Griffin
Legal Counsel
Business and Regulatory Law Portfolio


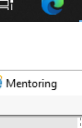
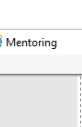
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2019-09-09 10:00 AM (UTC-05:00) [Request] >>

	 <p>NO PICTURE AUCUNE PHOTO</p> <p>Mentor File</p>	<p>Lysanne Griffin Legal Counsel Business and Regulatory Law Portfolio Ottawa</p> <p>Interests / Experience Commercial and Corporate Law , Computer Technology / Social Media / Web 2.0 , Interpersonal Relationships , Team Work , Advisory , Legal Services , Litigation</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	 <p>NO PICTURE AUCUNE PHOTO</p> <p>Mentor File</p>	<p>Karolyn Lui Director Policy Sector Ottawa</p> <p>Interests / Experience General Leadership Competencies , Engagement , Strategic Thinking , Values and Ethics , General Management Competencies , Managing Change , Managing Teams , Managing Diversity , Risk Management , Decision Making , Project Management , Performance Management , Supervisory Skills , Global context of the federal government , Partnership , Policy Development , General organizational competencies</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	 <p>NO PICTURE AUCUNE PHOTO</p> <p>Mentor File</p>	<p>Karen Howden Paralegal Public Safety, Defence and Immigration Vancouver</p> <p>Interests / Experience Civil Litigation and Litigation Support , Supervisory Skills , Litigation</p>	





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	 <p>NO PICTURE AUCUNE PHOTO</p> <p>Mentor File</p>	<p>Interests / Experience Civil Litigation and Litigation Support , Supervisory Skills , Litigation</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	 <p>NO PICTURE AUCUNE PHOTO</p> <p>Mentor File</p>	<p>Christine Poulin Expert Paralegal Civil Litigation Directorate (Montréal) Montreal</p> <p>Interests / Experience Research Skills , Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	 <p>NO PICTURE AUCUNE PHOTO</p> <p>Mentor File</p>	<p>Arlo Litman Counsel Public Law and Legislative Services Sector Ottawa</p> <p>Interests / Experience General knowledge of areas of practice , Administrative Law , Constitutional Law , National Security Law , Human Rights and Charter , Strategic Thinking , Values and Ethics , General organizational competencies , Mandate, Role and Responsibilities , Headquarters Perspectives , Central Agencies Perspectives , Legal Services Perspectives , Research Skills , Work / Life Balance , Active Listening , Career Planning , Interpersonal Relationships , Communications Skills , Problem Solving , Networking , Team Work , Advisory , Legal Services</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	 <p>NO PICTURE AUCUNE PHOTO</p> <p>Mentor File</p>	<p>Emilia Pêch</p>	

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MENTOR FILE

Emilia Péché
Counsel
Management Sector
Ottawa

Interests / Experience
Access to Information and Privacy , Administrative Law , Immigration & Citizenship Law , Labour and Employment Law , International Law (Public) , Human Rights and Charter , Civil Litigation and Litigation Support , Alternative Dispute Resolution , Values and Ethics , Communications , Managing Change , Managing Teams , Supervisory Skills , Organization and Culture , Headquarters Perspectives , Central Agencies Perspectives , Regional Perspectives , Presentation Techniques , Work / Life Balance , Teaching / Facilitating , Conflict Management , Team Work , Negotiating Skills

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Louise Lavallée
Conseillère législative et juridique
Public Law and Legislative Services Sector
Ottawa

Interests / Experience
Stress Management Techniques , Work / Life Balance , Teaching / Facilitating , Active Listening , Career Planning , Interpersonal Relationships , Conflict Management , Networking , Team Work , Legislation

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Web 2.0 Mentors

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MENTOR FILE

Michel Asboth
Head, (FH) Systems Management
Management Sector
Ottawa

Interests / Experience
Property Management , Organization and Culture , Headquarters Perspectives , Presentation Techniques , Stress Management Techniques , Organizing Skills , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Teaching / Facilitating , Client Service , Active Listening , Career Planning , Interpersonal Relationships , Networking , Team Work

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MENTOR FILE

Frédéric Champagne
Senior Human Resources Advisor
Management Sector
Ottawa

Interests / Experience
Human Resources Management , Supervisory Skills , Human Resources , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Teaching / Facilitating

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Jay Callikan
Business Director
Public Safety, Defence and Immigration
Portfolio
Ottawa

Interests / Experience
General Leadership Competencies , Engagement ,

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	<p>AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Portfolio Ottawa</p> <p>Interests / Experience General Leadership Competencies, Engagement, Strategic Thinking, General Management Competencies, Human Resources Management, Communications, Information Management (IM/IT), Managing Change, Managing Teams, Managing Diversity, Decision Making, Project Management, General knowledge of corporate functions, Administration, Global context of the federal government, Human Resources, Public Relations, Policy Development, General organizational competencies, Organization and Culture, Mandate, Role and Responsibilities, Central Agencies Perspectives, Presentation Techniques, Priority Management Techniques, Meeting Management Techniques, Stress Management Techniques, Organizing Skills, Computer Technology / Social Media / Web 2.0, Work / Life Balance, Client Service, Active Listening, Career Planning, Interpersonal Relationships, Communications Skills, Time Management, Conflict Management, Problem Solving, Networking, Team Work</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Donnette Ako Database Analyst Management Sector Toronto</p> <p>Interests / Experience Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	

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	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Feras Kastoun-Atieh CMU Technical Specialist Management Sector Ottawa</p> <p>Interests / Experience Information Management (IM/IT), Managing Change, Presentation Techniques, Priority Management Techniques, Research Skills, Organizing Skills, Computer Technology / Social Media / Web 2.0, Time Management, Problem Solving</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Ali Dickens Augustin Computer support technician Management Sector Montreal</p> <p>Interests / Experience Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Lise Beaudoin Special Project Officer Management Sector Ottawa</p> <p>Interests / Experience General knowledge of areas of practice, Aboriginal Law, Civil Law, Official Languages and Language Rights, General Leadership Competencies, Project Management, General knowledge of corporate functions, Administration, Global context of the federal government, Organization and Culture, Mandate, Role and Responsibilities, Legal Services Perspectives, Meeting Management Techniques, Stress Management Techniques, Research Skills, Organizing Skills, Computer Technology / Social Media / Web 2.0, Work / Life Balance, Client</p>	

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	<p>Interests / Experience General knowledge of areas of practice, Aboriginal Law, Civil Law, Official Languages and Language Rights, General Leadership Competencies, Project Management, General knowledge of corporate functions, Administration, Global context of the Federal government, Organization and Culture, Mandate, Role and Responsibilities, Legal Services Perspectives, Meeting Management Techniques, Stress Management Techniques, Research Skills, Organizing Skills, Computer Technology / Social Media / Web 2.0, Work / Life Balance, Client Service, Active Listening, Interpersonal Relationships, Communications Skills, Time Management, Conflict Management, Problem Solving, Negotiating Skills</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>
	<p>Marie-Élaine Léger Senior Human Resources Advisor Management Sector Ottawa</p> <p>Interests / Experience General Leadership Competencies, Supervisory Skills, Human Resources, Public Relations, General organizational competencies, Organization and Culture, Presentation Techniques, Stress Management Techniques, Computer Technology / Social Media / Web 2.0, Work / Life Balance, Teaching / Facilitating, Client Service, Active Listening, Career Planning, Interpersonal Relationships, Communications Skills, Time Management, Problem Solving, Networking, Team Work</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>
	<p>Corina Kelly Legal Counsel Public Safety, Defence and Immigration</p>

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	<p>Corina Kelly Legal Counsel Public Safety, Defence and Immigration Portfolio Ottawa</p> <p>Interests / Experience Access to Information and Privacy, Law Enforcement and Regulatory Law, Administrative Law, Commercial and Corporate Law, Agriculture and Food Law, Family, Children and Youth, Health Law, Labour and Employment Law, Real Property, Civil Litigation and Litigation Support, Alternative Dispute Resolution, Crown Liability, Litigation Support, General Leadership Competencies, Engagement, Strategic Thinking, Values and Ethics, General Management Competencies, Human Resources Management, Financial Management, Managing Change, Managing Teams, Managing Diversity, Risk Management, Decision Making, Supervisory Skills Administration, Security, Library Services, Human Resources, Mandate, Role and Responsibilities, Headquarters Perspectives, Central Agencies Perspectives, Legal Services Perspectives, Regional Perspectives, Computer Technology / Social Media / Web 2.0, Career Planning, Networking, Negotiating Skills, Advisory, Policy, Legal Services, Litigation</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>
	<p>Jyll Hansen Counsel National Litigation Sector Ottawa</p> <p>Interests / Experience Access to Information and Privacy, Tax Law, Civil Litigation and Litigation Support, Policy, Class Actions, Crown Liability, General Leadership Competencies, Project Management, Supervisory Skills, Property Management, Presentation Techniques, Meeting Management Techniques,</p>

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		<p>MENTOR FILE</p> <p>Litigation and Litigation Support, Policy, Class Actions, Crown Liability, General Leadership Competencies, Project Management, Supervisory Skills, Property Management, Presentation Techniques, Meeting Management Techniques, Computer Technology / Social Media / Web 2.0, Teaching / Facilitating, Career Planning, Networking, Advisory, Litigation</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p> <p>Mark McCombs Sr Gen. Counsel, Head Business and Regulatory Law Portfolio Gatineau</p> <p>Interests / Experience General knowledge of areas of practice, Access to Information and Privacy, Law Enforcement and Regulatory Law, Employment Insurance, Public Pensions and Benefits, Administrative Law, Aboriginal Law, Criminal Law, Public Administration Law (Crown Law), Agriculture and Food Law, Intellectual Property Law, Fisheries Law, Labour and Employment Law, Alternative Dispute Resolution, Class Actions, Crown Liability, Litigation Support, General Leadership Competencies, Engagement, Strategic Thinking, Values and Ethics, General Management Competencies, Human Resources Management, Financial Management, Communications, Information Management (IM/IT), Managing Change, Managing Teams, Managing Diversity, Risk Management, Horizontal Management, Decision Making, Project Management, Performance Management, Supervisory Skills, General knowledge of corporate functions, Administration, Security, Global context of the federal government, Finance, Audit / Evaluation, Human Resources, Public Relations, Partnership, Policy Development, General organizational competencies, Organization and Culture, Mandate, Role and Responsibilities, Legal Services Perspectives, Presentation Techniques, Priority Management Techniques, Meeting Management Techniques, Organizing Skills, Computer Technology / Social Media / Web 2.0, Teaching /</p> <p>MENTOR FILE</p>	
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		<p>...nterests / Experience ... Role and Responsibilities, Legal Services Perspectives, Presentation Techniques, Priority Management Techniques, Meeting Management Techniques, Organizing Skills, Computer Technology / Social Media / Web 2.0, Teaching / Facilitating, Client Service, Career Planning, Interpersonal Relationships, Communications Skills, Time Management, Conflict Management, Problem Solving, Networking, Team Work, Negotiating Skills, Advisory, Policy, Legislation, Legal Services, Litigation</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p> <p>Nicole Pajak Administrative Assistant Regional Director General's Office Vancouver</p> <p>Interests / Experience Administration, Organizing Skills, Computer Technology / Social Media / Web 2.0, Work / Life Balance, Time Management, Problem Solving, Team Work</p> <p>MENTOR FILE</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p> <p>Patrick Lavoie Accounting Operations Management Sector Ottawa</p> <p>Interests / Experience General Leadership Competencies, Engagement, Strategic Thinking, Values and Ethics, Financial Management, Managing Teams, Risk Management, Horizontal Management, Decision Making, Project Management, Performance Management, Supervisory Skills, Administration, Finance, Public Relations, Presentation Techniques, Priority Management Techniques, Stress Management Techniques, Research Skills, Organizing Skills, Computer Technology / Social</p> <p>MENTOR FILE</p>	
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Christine Poulin
 Expert Paralegal
 Civil Litigation Directorate (Montréal)
 Montréal

Interests / Experience
 Research Skills, Computer Technology / Social Media / Web 2.0

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Cam Phan
 LEX Coordinator
 Regional Director General's Office
 Vancouver

Interests / Experience
 Research Skills, Computer Technology / Social Media / Web 2.0, Work / Life Balance, Consultation Skills

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MENTOR FILE

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Marj Akerley
 Chief Information Officer (CIO)
 Management Sector

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Marj Akerley
 Chief Information Officer (CIO)
 Management Sector
 Ottawa

Interests / Experience
 General Leadership Competencies, Engagement, Strategic Thinking, Values and Ethics, General Management Competencies, Information Management (IN/IT), Managing Change, Managing Teams, Managing Diversity, Risk Management, Horizontal Management, Decision Making, Project Management, Performance Management, Supervisory Skills, General knowledge of corporate functions, Global context of the federal government, Library Services, Partnership, Policy Development, General organizational competencies, Organization and Culture, Headquarters Perspectives, Presentation Techniques, Priority Management Techniques, Meeting Management Techniques, Organizing Skills, Computer Technology / Social Media / Web 2.0, Work / Life Balance, Client Service, Consultation Skills, Career Planning, Communications Skills, Time Management, Problem Solving, Team Work, Negotiating Skills

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MENTOR FILE

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Natasha Caydamack
 Senior Counsel
 Business and Regulatory Law Portfolio
 Quebec

Interests / Experience
 General knowledge of areas of practice, Access to Information and Privacy, Law Enforcement and Regulatory Law, Administrative Law, Environmental Law, Fisheries Law, Official Languages and Language Rights, Legislative Drafting and Statutory Interpretation, Litigation Support, General Leadership Competencies, Strategic Thinking, Managing Teams, Horizontal Management, Project Management, Supervisory Skills, Presentation Techniques, Stress

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	<p>AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Quebec</p> <p>Interests / Experience General knowledge of areas of practice , Access to Information and Privacy , Law Enforcement and Regulatory Law , Administrative Law , Environmental Law , Fisheries Law , Official Languages and Language Rights , Legislative Drafting and Statutory Interpretation , Litigation Support , General Leadership Competencies , Strategic Thinking , Managing Teams , Horizontal Management , Project Management , Supervisory Skills , Presentation Techniques , Stress Management Techniques , Organizing Skills , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Teaching / Facilitating , Client Service , Active Listening , Career Planning , Interpersonal Relationships , Communications Skills , Time Management , Conflict Management , Team Work , Advisory , Policy , Legislation , Legal Services , Litigation</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Caleigh Miller Chef d'équipe, ressources humaines Director of PPSC Whitehorse</p> <p>Interests / Experience General Leadership Competencies , Values and Ethics , Human Resources Management , Performance Management , General knowledge of corporate functions , Human Resources , Computer Technology / Social Media / Web 2.0 , Client Service , Communications Skills , Time Management , Team Work</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	
	<p>NO PICTURE AUCUNE PHOTO</p>	<p>CLARE BYRNE Paralegal LEAP (Legal Excellence and Paralegals)</p>	

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	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>CLARE BYRNE Paralegal LEAP (Legal Excellence and Paralegals) Vancouver</p> <p>Interests / Experience Litigation Support , Research Skills , Organizing Skills , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Interpersonal Relationships , Time Management , Problem Solving , Team Work , Litigation</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Lysanne Griffin Legal Counsel Business and Regulatory Law Portfolio Ottawa</p> <p>Interests / Experience Commercial and Corporate Law , Computer Technology / Social Media / Web 2.0 , Interpersonal Relationships , Team Work , Advisory , Legal Services , Litigation</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Mathieu Tanguay Counsel Tax Litigation Directorate Montreal</p> <p>Interests / Experience Tax Law , Bankruptcy and Collections , Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	

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	<p>Julie Sun Analyst Policy Sector Ottawa</p> <p>Interests / Experience Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >>> Ask a question >> Send a mentoring request>></p>		
	<p>MENTOR FILE</p> <p>Tracey Ferreira Counsel Office of DDPP - Drug, National Security and Northern Prosecutions Branch Vancouver</p> <p>Interests / Experience Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >>> Ask a question >> Send a mentoring request>></p>		
	<p>MENTOR FILE</p> <p>Cheryl Mason-Braun Counsel Business and Regulatory Law Portfolio Ottawa</p> <p>Interests / Experience General knowledge of areas of practice, Access to Information and Privacy, Law Enforcement and Regulatory Law, Administrative Law, Agriculture and Food Law, Civil Litigation and Litigation Support, Legislative Drafting and Statutory Interpretation, Crown Liability, Litigation Support, General Leadership Competencies, Engagement, Strategic Thinking, Values and Ethics, Supervisory Skills, Legal Services Perspectives, Regional Perspectives, Research Skills, Organizing Skills, Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >>> Ask a question >> Send a mentoring request>></p>		

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	<p>MENTOR FILE</p> <p>Danielle Provencier Senior Analyst Policy Sector Ottawa</p> <p>Interests / Experience Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >>> Ask a question >> Send a mentoring request>></p>		
	<p>MENTOR FILE</p> <p>Hilary Boswell Legal Assistant Calgary Office Calgary</p> <p>Interests / Experience Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >>> Ask a question >> Send a mentoring request>></p>		
	<p>MENTOR FILE</p> <p>Sandi Garus Technical Advisor Management Sector Ottawa</p> <p>Interests / Experience</p>		

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	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Technical Advisor Management Sector Ottawa</p> <p>Interests / Experience Computer Technology / Social Media / Web 2.0</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Jennifer Ebel Financial Analyst Management Sector Ottawa</p> <p>Interests / Experience Strategic Thinking , General knowledge of corporate functions, Administration , Security , Finance , Audit / Evaluation , Human Resources , Property Management , Priority Management Techniques , Stress Management Techniques , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Client Service , Active Listening , Interpersonal Relationships , Communications Skills , Time Management , Problem Solving , Team Work</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Kate Cannell Executive Assistant Office of DDPP - Drug, National Security and Northern Prosecutions Branch Yellowknife</p> <p>Interests / Experience Stress Management Techniques , Research Skills , Organizing Skills , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Teaching / Facilitating , Communications Skills , Time Management , Networking , Team Work</p> <p>View their mentoring profile >></p>	

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	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Gregory Tzemenakis General Counsel National Litigation Sector Ottawa</p> <p>Interests / Experience General knowledge of areas of practice , Access to Information and Privacy , Correctional Law , Public Administration Law (Crown Law) , National Security Law , Civil Litigation and Litigation Support , Crown Liability , Litigation Support , General Leadership Competencies , Managing Change , Managing Teams , Risk Management , Project Management , Organizing Skills , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Client Service , Time Management , Networking , Team Work , Negotiating Skills , Litigation</p> <p>View their mentoring profile >> Ask a question >> Send a mentoring request >></p>	
	<p>NO PICTURE AUCUNE PHOTO</p> <p>MENTOR FILE</p>	<p>Anne J Rahming Principal Analyst Policy Sector Ottawa</p> <p>Interests / Experience General Leadership Competencies , Engagement , Strategic Thinking , General knowledge of corporate functions , General organizational competencies , Organization and Culture , Mandate.</p>	

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	<p>MENTOR FILE</p> <p>Interests / Experience General Leadership Competencies , Engagement , Strategic Thinking , General knowledge of corporate functions , General organizational competencies , Organization and Culture , Mandate, Role and Responsibilities , Headquarters Perspectives , Presentation Techniques , Priority Management Techniques , Meeting Management Techniques , Research Skills , Organizing Skills , Computer Technology / Social Media / Web 2.0 , Teaching / Facilitating , Active Listening , Communications Skills , Problem Solving</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	
	<p>Gwen Borowski National Data Analyst / Tester Management Sector Edmonton</p> <p>Interests / Experience Regional Perspectives , Presentation Techniques , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Teaching / Facilitating , Client Service , Active Listening , Interpersonal Relationships , Communications Skills , Problem Solving , Networking , Team Work</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	
	<p>Bahaa Sunallah Senior Counsel Business and Regulatory Law Portfolio Gatineau</p> <p>Interests / Experience General knowledge of areas of practice , Law Enforcement and Regulatory Law , Employment Insurance , Public Pensions and Benefits , Administrative Law , Constitutional Law , Public Administration Law (Crown Law) , Labour and Employment Law , Human Rights and Charter , Law Practice Management , Civil Litigation and Litigation</p>	

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	<p>MENTOR FILE</p> <p>Interests / Experience Insurance , Public Pensions and Benefits , Administrative Law , Constitutional Law , Public Administration Law (Crown Law) , Labour and Employment Law , Human Rights and Charter , Law Practice Management , Civil Litigation and Litigation Support , Alternative Dispute Resolution , Class Actions , Crown Liability , Litigation Support , General Leadership Competencies , Engagement , Strategic Thinking , Values and Ethics , General Management Competencies , Communications , Managing Change , Managing Teams , Managing Diversity , Risk Management , Horizontal Management , Decision Making , Project Management , Supervisory Skills , General knowledge of corporate functions , Administration , General organizational competencies , Organization and Culture , Mandate, Role and Responsibilities , Legal Services Perspectives , Presentation Techniques , Priority Management Techniques , Meeting Management Techniques , Stress Management Techniques , Research Skills , Organizing Skills , Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Teaching / Facilitating , Client Service , Consultation Skills , Active Listening , Career Planning , Interpersonal Relationships , Communications Skills , Time Management , Conflict Management , Problem Solving , Networking , Team Work , Negotiating Skills</p> <p>View their mentoring profile >>> Ask a question >>> Send a mentoring request>>></p>	
	<p>Kiran Verma Assistant to the Deputy Director and Senior Counsel Edmonton Office Edmonton</p> <p>Interests / Experience General knowledge of corporate functions , Administration , Finance , Organization and Culture , Mandate, Role and Responsibilities , Computer Technology / Social Media / Web 2.0 , Communications Skills , Time Management , Problem Solving , Networking</p>	

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Kiran Verma
Assistant to the Deputy Director and Senior Counsel
Edmonton Office
Edmonton

Interests / Experience
General knowledge of corporate functions , Administration , Finance , Organization and Culture , Mandate, Role and Responsibilities , Computer Technology / Social Media / Web 2.0 , Communications Skills , Time Management , Problem Solving , Networking

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Patricia Seguin
Director, Business Management
Public Safety, Defence and Immigration
Portfolio
Ottawa

Interests / Experience
Computer Technology / Social Media / Web 2.0 , Work / Life Balance , Client Service , Active Listening , Career Planning , Interpersonal Relationships , Communications Skills , Networking

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KEY CONTACTS – NATIONAL MENTORING PROGRAM

We are a group of employees committed to the National Mentoring Program (NMP). We are responsible for ensuring ongoing commitment to the Program and its overall success. The key players for the National Mentoring Program are:

NATIONAL MENTORING PROGRAM TEAM – NATIONAL CAPITAL REGION

The National Mentoring (NMP) Team in the National Capital Region consists of employees from the Center of Expertise for Learning and Professional Development (LPD) who work in association with the other key players to administer the program nationally. They are responsible for developing and providing resources and training to all participants, as well as providing continual support to the NMP Champions. The NMP Team evaluates the program, updates it as required, and provides a range of services, such as statistical reporting and responding to inquiries from mentors and associates.

- [Scott, Greg](#), Senior Learning Advisor, Centre of Expertise for Learning and Professional Development
- [Robinson, Carolyn](#), Required Training Coordinator, Centre of Expertise for Learning and Professional Development

PROGRAM AMBASSADORS

Program Ambassadors are senior leaders from each of the regional offices and portfolios. They are a visible presence for the NMP who support and promote the program within their offices. Program Ambassadors are key players in maintaining the program's momentum and engagement.

- [Beitner, Terry](#), Director and General Counsel, Public Safety, Defence and Immigration

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- [Beitner, Terry](#), Director and General Counsel, Public Safety, Defence and Immigration Portfolio
- [Bélanger, Jean-Daniel](#), Senior Counsel, Central Agencies Portfolio
- [Bostwick, Edith](#), Director and General Counsel, Aboriginal Affairs Portfolio
- [Watts, Heather](#), Senior Counsel, Public Law and Legislative Services Sector
- [Duncan, Suzanne](#), General Counsel, Yukon Regional Office, Northern Region
- [Gaudette, Lise](#), Director, Financial Management Services, Management and CFO Sector
- [Gingras, Eric](#), Senior Counsel, Quebec Regional Office
- [Parker, Julia](#), Deputy Regional Director and Senior Counsel, Paires Regional Offices
- [Drukarsh, Deborah](#), Deputy Regional Director and Senior Counsel, Ontario Regional Office
- [Vézina, Patrick](#), General Counsel, Tax Law Services Portfolio
- [Sénéchal, Louise](#), General Counsel and Deputy Executive Director, Business and Regulatory Law Portfolio
- [Bourbonnais, Geneviève](#), Counsel, Quebec Regional Office

PROGRAM COORDINATORS

Program Coordinators are employees who take on the local administration responsibilities of the National Mentoring Program within their respective offices. They work closely in cooperation with the NMP Team to organize and deliver program orientation training and workshops as required.

- [Alcorno, Vittoria](#), Ontario Regional Office
- [Drukarsh, Deborah](#), Ontario Regional Office
- [Nagle, Brooke](#), British Columbia Regional Office and Northern Region
- [Bennett, Andrea](#), Atlantic Regional Office
- [Rastin, Sandra](#), Prairies Region

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- [Beltner, Terry](#), Director and General Counsel, Public Safety, Defence and Immigration Portfolio
- [Bélanger, Jean-Daniel](#), Senior Counsel, Central Agencies Portfolio
- [Bostwick, Edith](#), Director and General Counsel, Aboriginal Affairs Portfolio
- [Watts, Heather](#), Senior Counsel, Public Law and Legislative Services Sector
- [Duncan, Suzanne](#), General Counsel, Yukon Regional Office, Northern Region
- [Gaudette, Lisa](#), Director, Financial Management Services, Management and CFO Sector
- [Gingras, Eric](#), Senior Counsel, Quebec Regional Office
- [Parker, Julia](#), Deputy Regional Director and Senior Counsel, Prairies Regional Offices
- [Drukarsh, Deborah](#), Deputy Regional Director and Senior Counsel, Ontario Regional Office
- [Vézina, Patrick](#), General Counsel, Tax Law Services Portfolio
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- [Rastin, Sandra](#), Prairies Region

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NATIONAL MENTORING PROGRAM GUIDE

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- [What is a Mentor?](#)
- [What is an Associate?](#)
- [Key Roles, Responsibilities and Expectations](#)
 - [The Mentor](#)
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Program Overview and Objectives

Objectives:

The National Mentoring Program (NMP) facilitates connections amongst employees and helps the Department of Justice achieve three important objectives:

- foster learning by exchanging knowledge across levels, functions, geographies and generations.
- create a workplace that is more diverse and inclusive.
- develop the leaders of today and the leaders of tomorrow.

Who can participate?

The NMP is open to all employees at the Department of Justice. It crosses levels, functions, geographies and generations. Mentors and associates are drawn from all sectors, branches, portfolios and regions.

How it works:

Employees complete an online registration, either as mentors or associates. During the registration process, mentors and associates are required to complete a matching questionnaire. Based on responses provided in the questionnaire, the system then proposes potential matches to participants.

The NMP is associate-driven, meaning that the system tries to find a mentor that matches the requirements of the associate. Once matched, it is the associate's responsibility to manage the relationship. When the associate receives a list of potential mentors or associates, it is up to him or her to establish first contact, schedule meetings and work out the terms of the relationship with his or her mentor. As soon as a mentoring relationship has been established, associates should register it using the NMP application.

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WHAT IS MENTORING?

Mentoring is a learning relationship in which both the mentor and the associate have an opportunity to share and grow in both their professional and personal capacities. The relationship is a valuable way to pass on departmental values and corporate knowledge, and to provide career development opportunities for employees. A mentoring relationship enriches the work experience of both parties, and it is an effective way to integrate new employees.

WHAT IS A MENTOR?

Typically, the term mentor conveys the image of a seasoned employee who is motivated to help others succeed and can offer the wisdom of experience. For the purpose of the National Mentoring Program, mentors are employees who are:

- willing to share their knowledge, skills, techniques and experience;
- interested in acting as an advisor and guide;
- assisting their associates achieve professional development and career goals; and
- seeking to broaden their own experience and to share new and diverse ideas, perspectives, as well as the values of the organization.

They are employees who have experience and knowledge to share and are committed to:

- learning new ways of doing things;
- providing feedback and guidance based on their experience; and
- contributing to the organization's future.

WHAT IS AN ASSOCIATE?

WHAT IS AN ASSOCIATE?

Associates are people who are:

- eager to learn from the knowledge, skills, competencies and experiences of others;
- willing to self-disclose, to ask for help, and to seek new ideas;
- open to try new ways of doing things;
- committed to learning, growing, and taking charge of their professional and career development; and
- invested in professional and personal improvement.

Who can be an associate?

Anyone can be an associate. Effective associates are:

- committed to increasing their potential for success;
- open to receiving advice, guidance and constructive criticism; and
- interested in broadening their perspectives on the organization.

KEY ROLES, RESPONSIBILITIES AND EXPECTATIONS

THE ASSOCIATE: ROLES, RESPONSIBILITIES AND EXPECTATIONS

What is the role of the associate?

Relationship Driver: As a driver of the relationship, the associate identifies the skills and knowledge he or she wants to acquire, and considers his or her career goals. The associate then communicates them clearly to the mentor.

Continuous Learner: As a continuous learner, the associate takes full advantage of this opportunity to learn from the mentor. The associate maintains an individual learning plan, developed in consultation with his or her mentor. During the process, he or she identifies career goals and developmental activities, and establishes

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Continuous Learner: As a continuous learner, the associate takes full advantage of this opportunity to learn from the mentor. The associate maintains an individual learning plan, developed in consultation with his or her mentor. During the process, he or she identifies career goals and developmental activities, and establishes timeframes for working on them.

Resource Partner: As a resource partner, the associate consults with the mentor to identify useful resources, plan learning opportunities, acquire knowledge, and develop new skills and competencies.

Teacher: As a teacher, the associate looks for various opportunities to give back to the mentor, and shares any information and professional experiences that might be valuable.

What are the main responsibilities of an associate?

As an associate, your responsibilities will include:

- meeting regularly with your mentor;
- taking responsibility for your own growth and success by setting clear professional goals and career objectives;
- making your own decisions, while accepting constructive criticism and using feedback wisely;
- listening actively and remaining open to suggestions;
- asking your mentor for guidance and assistance when needed;
- maintaining a confidential relationship;
- maintaining an atmosphere of trust in the mentoring relationship; and
- driving the mentoring relationship by raising professional and career-related issues for discussion.

As an associate, what will I be expected to do?

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As an associate, what will I be expected to do?

As an associate, you will be expected to:

- complete an associate profile on-line;
- initiate conversations with potential mentors and register new and existing mentoring relationships;
- establish an agreement with your mentor about how the relationship will unfold and abide by the terms of the agreement;
- consider the demands placed on your mentor and prepare in advance for scheduled meetings;
- participate in collaborative activities that enrich the mentoring relationship;
- provide feedback on your experience to the NMP Team; and
- recognize that having a mentor is a valuable learning experience in and of itself, and it does not necessarily guarantee career advancement.

THE MENTOR: ROLES, RESPONSIBILITIES AND EXPECTATIONS

What is the role of the mentor?

A mentor may provide a listening ear, career advice and guidance, as well as feedback and coaching. Mentors share knowledge and perspectives based on their experiences. Mentors nurture the growth of the associate as a professional and as a leader. Depending on the unique nature of the relationship, mentors can play many roles:

Advisor: As an advisor, the mentor helps the associate develop professional interests and set realistic goals. The mentor will need to think about where the associate wants to go professionally, and support his or her development. Mentors work with their associates to establish objectives that are clear, measurable, realistic and attainable.

Guide: As a guide, the mentor helps his or her associate to navigate through the inner workings of the organization. For example, dealing with evolving team dynamics, different personality types and office politics can be a daunting task for new and inexperienced employees. The mentor provides guidance on how to respond to the unwritten rules that exist in the workplace. This knowledge can only be acquired over

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Teacher: As a teacher, the mentor may teach the associate important skills sets and pass on valuable information and knowledge that will help him or her to excel professionally and personally. The mentor may share experiences and kernels of wisdom that he or she has acquired from past mistakes.

Role Model: As a role model, the mentor is an example of the values, ethics, and professional practices of the organization. Teaching by example may be a mentor's most effective tool.

Motivator: As a motivator, the mentor needs to challenge the associate. Mentors perform the role of motivator when the associate completes a difficult task or pursues an ambitious goal. Through encouragement and support, mentors can challenge and motivate an associate to succeed.

Counselor: As a counselor, the mentor establishes a lasting, trustworthy and open relationship with the associate. In order to do so, the mentor needs to stress confidentiality. He or she encourages the associate to develop problem-solving skills by first attempting to find creative solutions to challenges that arise before seeking assistance.

Confidant: As a confidant, the mentor may act as a sounding board for new ideas, or as a trusted person with whom the associate shares thoughts, questions or concerns that cannot be shared with anyone else in the workplace. In this role, the mentor must balance the associate's desire for confidentiality with the needs of the organization.

Coach: Mentors also play a coaching role. They help their associates to realize goals and create lasting change through their own efforts. Coaches use questions and focused conversation to help others discover strengths and resources, to think differently about challenges they are facing, and to design strategies for action.

What are the main responsibilities of a mentor?

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What are the main responsibilities of a mentor?

As a mentor, your responsibilities will include:

- offering encouragement to your associate during challenging situations;
- acting as a source of information, advice, feedback and support;
- providing guidance and proposing alternatives that your associate may not have considered;
- nurturing creative and independent thinking;
- encouraging the associate to conduct self-assessments;
- working with your associate to achieve greater levels of self-awareness and self-evaluation;
- encouraging the associate to build his or her confidence;
- assisting your associate to set goals and develop professional and career objectives;
- listening actively and remaining sensitive to the associate's needs;
- maintaining a schedule that permits availability;
- fostering a confidential relationship in a safe environment; and
- creating an atmosphere of trust in the mentoring relationship.

As a mentor, what will I be expected to do?

As a mentor, you will be expected to:

- complete a mentor profile on-line;
- establish and fulfill an agreement with the associate about how the relationship will unfold;
- devote the time necessary to provide mentoring to the associate;
- hold regularly scheduled meetings with the associate to discuss progress;
- participate in collaborative activities designed to enrich the mentoring relationship as

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- devote the time necessary to provide mentoring to the associate;
- hold regularly scheduled meetings with the associate to discuss progress;
- participate in collaborative activities designed to enrich the mentoring relationship as necessary;
- Provide feedback on your mentoring relationship to the [NMP Team](#).

NMP TEAM (NATIONAL CAPITAL REGION)

The NMP Team in the National Capital Region consists of employees from the Center of Expertise for Learning and Professional Development (LPD) who work in association with the other key players to administer the program nationally. They are responsible for developing and providing resources and training to all participants, as well as providing continual support to the Champions. The NMP Team evaluates the program, updates it as required, and provides a range of services, such as statistical reporting, promotional activities and responding to inquiries from mentors and associates.

PROGRAM AMBASSADORS AND PROGRAM COORDINATORS:

Program Ambassadors are senior leaders from each of the regional offices and portfolios. They are a visible presence for the NMP who support and promote the program within the respective branches, sectors, portfolios and regions. Program Ambassadors are key players in maintaining the program's momentum and engagement.

Program Coordinators are employees who take on the local administration responsibilities of the NMP within their respective branches, sectors, portfolios and regions. They work closely in cooperation with the NMP Team to provide administrative and logistical support, as well as coordination for mentoring activities in their respective areas.

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EMPLOYMENT EQUITY, DIVERSITY AND THE NMP:

Mentoring has a number of tangible benefits related to employment equity and diversity. A high quality mentoring program provides an excellent opportunity for participants to broaden their perspectives and share their personal experiences and views with others. Through the NMP, associates and mentors have the opportunity to be matched, should they request it, with someone from a different background, culture or language.

Participating in the NMP is to the benefit of the associate, the mentor and the organization as a whole. It helps foster a more diverse and inclusive workforce in a number of ways.

The benefits for ASSOCIATES are:

- faster integration of new employees into a more aware and inclusive workforce;
- increased opportunities for employees in employment equity groups to develop their careers; and
- greater opportunities to consider different approaches and new perspectives, leading to more valuable insights and innovative solutions.

The benefits for MENTORS are:

- better cross-cultural awareness and improved competencies related to working with diverse groups of employees and the general public; and
- an opportunity to see first-hand the value of a culturally diverse environment.

to more valuable insights and innovative solutions.

The benefits for MENTORS are:

- better cross-cultural awareness and improved competencies related to working with diverse groups of employees and the general public; and
- an opportunity to see first-hand the value of a culturally diverse environment.

The benefits for the ORGANIZATION are:

- more seamless integration of new and diverse employees into the organization;
- an increased awareness and acceptance of employment equity and diversity in the organization;
- greater awareness of approaches that meet the needs of diverse clients;
- improved job satisfaction by employees in employment equity groups, leading to higher retention rates; and
- a greater pool of potential mentors from employment equity groups because satisfied associates become enthusiastic mentors!

MENTORING FROM A DISTANCE

There may be some instances in which the very best match is with someone who is located elsewhere in Canada. When completing their mentoring profiles, participants have the option to select a match from a different geographical region. There can be some great advantages to distance mentoring. Mentoring conversations tend to be planned ahead of time and be more structured. Distance mentoring also provides the opportunity to increase awareness of different work environments and cultures. Particular situations that may be present in a certain region may not be prevalent in another. It can be very helpful to experience things from a different perspective.

Tips to help make distance mentoring work:

- **Be patient:** Conversations are not always face to face. It can take longer to

Tips to help make distance mentoring work:

- **Be patient:** Conversations are not always face to face. It can take longer to establish rapport and to build trust.
- **Use technology to its full advantage:** Web-based technology and virtual meetings allow people to have face to face conversations even when geographic distance is an issue. Manage your mentorship with a combination of approaches (e.g. email, phone, videoconferencing, WebEx).
- **Check assumptions:** A large proportion of human communication happens through non-verbal cues, tone of voice and body language. Email and phone conversations remove some of the cues that might otherwise be available to us. It is important to be intentional about checking assumptions. Ask questions like "when you said 'x' it sounded to me like you were disappointed. Am I right about that?" The same issues may arise when meeting face-to-face, but they can be more acute in distance mentoring situations.
- **Plan conversations:** Mentors and associates who are not in the same building may want to plan shorter conversations more often to maintain a sense of connection.
- **Try to meet face-to-face at least once:** Meeting face to face can be a challenge in a distance mentoring relationship. But it is important to try and meet in person when possible, preferably toward the beginning of your relationship. Mentors and associates who work at a distance often report that one face-to-face meeting makes all the difference to get their mentoring relationship off the ground. Look for opportunities to meet if your work takes you to the same city or perhaps you could attend a workshop or conference together.

THE PROCESS:

STEP 1 – Educate yourself about the NMP. The NMP site contains all the information you need about mentoring. On the site, you can find [information about how the program works](#), step-by-step instructions to register as a [mentor](#) or [associate](#), a [detailed FAQ](#), the NMP Program Guide and a variety of helpful [tools and resources](#).

STEP 2 – Register with the NMP During the registration process, mentors and associates are required to complete a matching questionnaire. Based on responses provided in the questionnaire, the system then proposes potential matches to participants. To register as an associate, select the "Completing face-to-face" link on

http://infonet/Mentorat/Views/Guide/ProgramGuide. Mentoring

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STEP 2 – Register with the NMP During the registration process, mentors and associates are required to complete a matching questionnaire. Based on responses provided in the questionnaire, the system then proposes potential matches to participants. To register as an associate, select the "[I am looking for a mentor](#)" link on the [NMP home page](#). To register as a mentor, select the "[I would like to be a mentor](#)" link on the [NMP home page](#). The NMP is associate-driven, meaning that the system tries to find a mentor that matches the requirements of the associate. After receiving the list of potential candidates generated by the system, it is up to the associate to select a mentor. Once a mentoring relationship has been established, the associate should [register it](#) using the NMP application. To register a pre-existing or informal relationship, visit the [NMP home page](#) and select the "[I want to register a relationship](#)" link.

STEP 3 – Start the mentoring relationship It is the associate's responsibility to manage the relationship. He or she will need to establish first contact, schedule meetings and work out the terms of the relationship with his or her mentor. A number of tools and resources are available on the NMP website to help participants establish and maintain strong mentoring relationships. Additionally, where numbers warrant, the Centre of Expertise for Learning and Professional Development (LPD) organizes orientation sessions for mentors and associates.

STEP 4 – Monitor the relationship: Participants should monitor their mentoring relationship to ensure they are making progress on the goals and objectives they have established together. At the beginning of your mentoring relationship, it is helpful for the mentor and associate to establish an agreement about how the relationship will unfold. This will assist you to assess your progress and make any adjustments you feel are required.

STEP 5 – Complete the final evaluation form: The mentoring relationship can be ended at any time during the relationship, at either participant's request and for any reason. Upon terminating the relationship, the system will send confirmation to both participants and provide a link to a confidential evaluation where they can provide feedback on the relationship and the NMP.

GETTING STARTED

Successful mentoring relationships require clear expectations between mentor and associate. At the onset, both mentor and associate will have to work to establish

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GETTING STARTED

Successful mentoring relationships require clear expectations between mentor and associate. At the onset, both mentor and associate will have to work to establish mutual trust, respect for differences, and a commitment to regular, honest communication.

BUILDING RAPPORT WITH AN APPRECIATIVE INTERVIEW

Appreciative interviews are at the heart of a process called Appreciative Inquiry (AI). AI is a philosophy and an approach to change in which a deep understanding of moments when we are at our very best leads us to imagine new possibilities for the future. Appreciative interviews invite participants to tell stories about their experience and to talk about things that excite and inspire them. The knowledge and connection that result from a good appreciative interview provide an excellent starting point for a mentoring relationship. An example of the Appreciative Interview is included below in [Annex A](#).

SETTING CLEAR EXPECTATIONS

As with any relationship, it is the responsibility of both parties to build and maintain a relationship that allows open communication and establishes trust. It is crucial for the mentor and the associate to discuss their hopes and expectations at the beginning of the relationship.

To get the most out of the mentoring relationship, you may want to ask yourself the following questions:

- How much time will you be able to commit to the relationship?
- When and where will you meet, and for how long? Will you meet in person? Which days of the week will you get together?

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To get the most out of the mentoring relationship, you may want to ask yourself the following questions:

- How much time will you be able to commit to the relationship?
- When and where will you meet, and for how long? Will you meet in person? Which days of the week will you get together?
- What is your preferred method of communication? (e.g. e-mail, telephone, videoconference, face-to-face discussions)
- How will you handle conflicts and differences?
- What will your approach be to providing and receiving feedback?
- Who will be responsible for initiating contact and scheduling meetings?
- What are your expectations with respect to confidentiality?
- When and how will you end the mentoring relationship, and under which conditions?
- When the time comes for the mentoring relationship to end or to change focus, how would you ensure a positive transition?
- What else do you need from your mentoring partner in order to feel that the mentoring relationship can move forward successfully?

It is helpful to complete a mentoring agreement that will guide the mentoring relationship. Sometimes an agreement can be fleshed out with one conversation. On the other hand, some mentors and associates find it takes several conversations to finalize the terms of the relationship. Sometimes a formal agreement is required. Others are comfortable with an informal chat, or a quick exchange of emails. A sample mentoring agreement is provided below in [Annex B](#).

CONFIDENTIALITY

Most mentors and associates want their relationships to be confidential so they can take risks, ask questions freely and learn. However, confidentiality is a word that means different things to different people. Be as specific as you can about what you need from your mentoring partner to feel that your relationship is confidential. Will there be exceptions? Which ones?

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NAVIGATING THE UNEXPECTED

The vast majority of mentoring relationships are positive life experiences for both mentors and associates. However, occasionally problems may arise that require your careful attention. If you are unable to solve an impasse, you can always [reach out to the NMP Team](#) for assistance. But before you do, here a few things to consider:

Unmet expectations: The most common reason for disappointment in a mentoring relationship is the failure of one party to meet the expectations of the other. Expectations about time commitment, availability and confidentiality need to be addressed at the beginning of the relationship. However, they should be revisited from time to time to ensure that both mentor and associate are satisfied with the way the relationship is progressing. As with any relationship, needs and expectations evolve over time and a re-assessment may be needed.

Issues that fall outside the scope of mentoring: If the mentor or associate brings issues into the relationship that the mentoring partner does not have the expertise to handle, help is available. You may need to speak with the NMP Team, the Informal Conflict Management Team or the [Employee Assistance Program \(EAP\)](#).

Conflict with employee supervisor: Should a supervisor have an issue regarding an employee's participation in the program, he or she should not hesitate to [contact the NMP Team](#) or the [Informal Conflict Management Team](#).

Workplace Issues: In the event an individual is faced with workplace issues involving conflict or harassment, he or she should [contact the Workplace Branch](#) and if appropriate, complete the [Harassment Complaint Form](#). For more information, please consult the information on JUSnet regarding the [Harassment Complaint Process](#).

Conflict Management Team of the [Employee Assistance Program \(EAP\)](#).

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NURTURING YOUR RELATIONSHIP

The NMP Team, Program Ambassadors and Program Coordinators are available to support NMP participants.

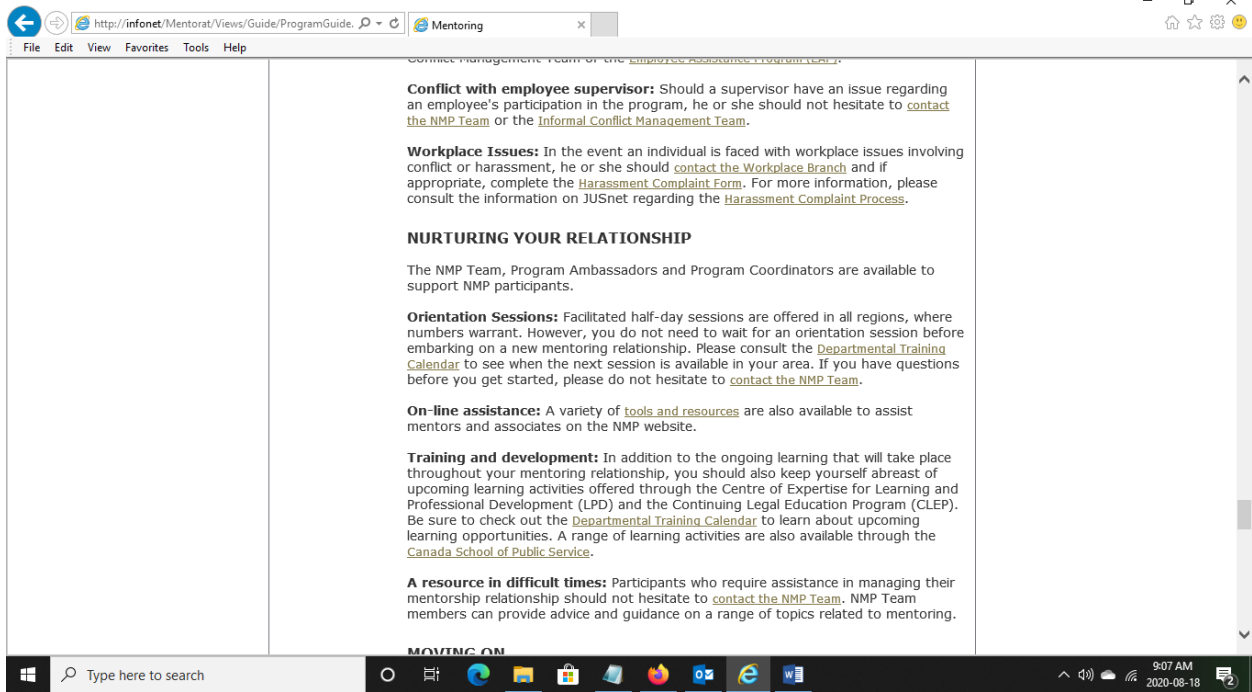
Orientation Sessions: Facilitated half-day sessions are offered in all regions, where numbers warrant. However, you do not need to wait for an orientation session before embarking on a new mentoring relationship. Please consult the [Departmental Training Calendar](#) to see when the next session is available in your area. If you have questions before you get started, please do not hesitate to [contact the NMP Team](#).

On-line assistance: A variety of [tools and resources](#) are also available to assist mentors and associates on the NMP website.

Training and development: In addition to the ongoing learning that will take place throughout your mentoring relationship, you should also keep yourself abreast of upcoming learning activities offered through the Centre of Expertise for Learning and Professional Development (LPD) and the Continuing Legal Education Program (CLEP). Be sure to check out the [Departmental Training Calendar](#) to learn about upcoming learning opportunities. A range of learning activities are also available through the [Canada School of Public Service](#).

A resource in difficult times: Participants who require assistance in managing their mentorship relationship should not hesitate to [contact the NMP Team](#). NMP Team members can provide advice and guidance on a range of topics related to mentoring.

MOVING ON



Professional Development (LPD) and the Continuing Legal Education Program (CLEP). Be sure to check out the [Departmental Training Calendar](#) to learn about upcoming learning opportunities. A range of learning activities are also available through the [Canada School of Public Service](#).

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MOVING ON

Mentoring relationships evolve over time. Eventually it may be time to move on, to take on new challenges and to seek a different type of mentor or associate. Remember, mentoring is part of a continuous learning cycle.

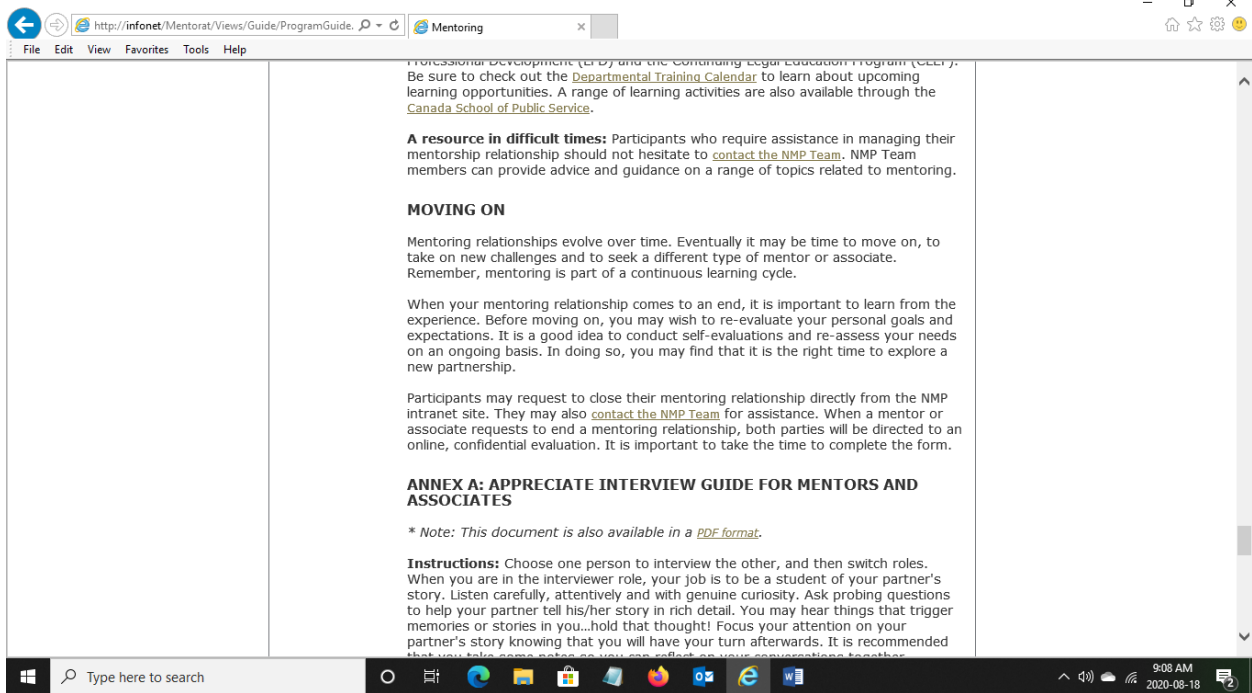
When your mentoring relationship comes to an end, it is important to learn from the experience. Before moving on, you may wish to re-evaluate your personal goals and expectations. It is a good idea to conduct self-evaluations and re-assess your needs on an ongoing basis. In doing so, you may find that it is the right time to explore a new partnership.

Participants may request to close their mentoring relationship directly from the NMP intranet site. They may also [contact the NMP Team](#) for assistance. When a mentor or associate requests to end a mentoring relationship, both parties will be directed to an online, confidential evaluation. It is important to take the time to complete the form.

ANNEX A: APPRECIATE INTERVIEW GUIDE FOR MENTORS AND ASSOCIATES

** Note: This document is also available in a PDF format.*

Instructions: Choose one person to interview the other, and then switch roles. When you are in the interviewer role, your job is to be a student of your partner's story. Listen carefully, attentively and with genuine curiosity. Ask probing questions to help your partner tell his/her story in rich detail. You may hear things that trigger memories or stories in you...hold that thought! Focus your attention on your partner's story knowing that you will have your turn afterwards. It is recommended that you take some notes as you reflect on your conversations together.



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History:

- What first attracted you to this profession?
- Think back over your professional life and tell me a story about a time that really stands out for you as a high point – a time when you felt most alive, most engaged, or really proud of yourself or your work. What were the unique conditions that made that exceptional experience possible? What did you contribute?

Values and Strengths:

- What do you value most about your work when you are at your very best?
- What do you value most about working for the organization?
- Without being humble, what are your greatest strengths?

Positive Learning Relationships:

- Tell me a story about the very best learning relationship you have ever experienced. What did you learn? What was it about that relationship that makes it stand out in your memory?

Looking to the Future:

- Imagine that you have been granted three wishes for our mentorship that would

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Looking to the Future:

- Imagine that you have been granted three wishes for our mentorship that would make it the most rewarding and positive experience for you. What would you wish for?
- What is one small thing we could start to do right away that would start to move us in the direction of the future you desire for our mentorship?

ANNEX B: SAMPLE MENTORING AGREEMENT

Note: This document is also available in a [PDF format](#).

We are voluntarily entering into a mentoring relationship, which we expect to benefit both of us and the organization. For clarity and mutual understanding, we are outlining the following features of our relationship:

- Unless renegotiated at a later date, we expect the duration of the mentorship to be _____.
- Responsibilities of the mentor _____
- Responsibilities of the associate _____
- We plan to meet in the following way (length of meetings, frequency of meetings, location of meetings) _____
- Approximate amount of time to be invested (per month) by mentor _____ and by associate _____.
- We agree that anything discussed between us will remain confidential unless specific permission is given for it to be shared. We will ensure confidentiality by: _____
- We will revisit this agreement on this date _____ to discuss what is working well in our mentorship, revisit expectations, and identify ways in which we might make our mentorship even better.
- We recognize that circumstances may lead one of us to require that our mentorship come to a close. Should this happen, we agree to discuss the circumstances openly and to seek alternative arrangements.

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Browser window showing a mentoring agreement form. The address bar displays <http://infonet/Mentorat/Views/Guide/ProgramGuide>. The page title is "Mentoring".

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Additional Comments: _____

Mentor: _____
Date: _____

Associate: _____
Date: _____

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- [Myths concerning mentoring](#)
- [Be Someone's hero, be a Mentor](#)
- [Coaching is like Riding a Bike](#)
- [The Role of Mentorship in Legal Practice](#)
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- [Tips for a Successful Virtual Mentoring Relationship](#)

TESTIMONIALS

- [We are Justice: Dawn Pritchard](#)
- [The Mentoring Relationship: it really is a Win-Win Opportunity!](#)

SURVEYS AND REPORTS

- [Three Years on: Mentoring at the Department of Justice and the Public Prosecution Service of Canada Report](#)

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EXISTING RELATIONSHIP

Employees may register a mentoring relationship without having to create a mentoring file. This option allows employees who are in an existing mentoring relationship to register into the NMP without having to be matched by the system.

[Register existing internal relationship](#)

To register an existing relationship, employees can select the individual from the drop down list and identify if they are the mentor or the associate. An automatically generated message is sent to their mentoring partner for confirmation.

[A JUS employee >](#)

[Register existing external mentoring relationship](#)

Employees may also register an existing mentoring relationship with an individual from outside of the organization, or even outside of the Public Service. No confirmation email will be sent however, the relationship can be recognized through the NMP.

[A person outside of JUS and PPSC](#)

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- [Glossary of Terms](#)
- [Appredative Interview Guide](#)
- [Sample Mentoring Agreement](#)
- [Frequently Asked Questions](#)
- Mentoring Profiles:
 - [Julie Tessier and Chantal MacDonald](#)
 - [John Bodurtha and Darrin Davis](#)
 - [Nicole Butcher and Lynn Lovett](#)
 - [Jenna Shervill and Elisabeth Eid](#)
- Online Course
 - [Fostering Mentoring Relationships \(H016\)](#) :Available on GCCampus, this 30-minute online course will give you an overview of the benefits of mentoring, of the role of the mentor and the associate, of the different types of mentoring, and will explain the differences between mentoring and coaching.

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Additional Comments

Mentor _____ Associate _____

Date _____ Date _____

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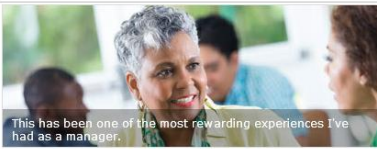
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I am looking for a MENTOR >>>

I would like to be a MENTOR >>>

I want to register a RELATIONSHIP >>>

THE NATIONAL MENTORING PROGRAM

The National Mentoring Program (NMP) was designed to:

- foster learning by exchanging knowledge across levels, functions, geographies and generations;
- create a workplace that is more diverse and inclusive;
- enable access to mentoring relationships for everyone in the organization, including those employees who have traditionally had less access to mentors; and
- develop the leaders of today and the leaders of tomorrow by building on their strengths and developing their leadership skills

The NMP is open to all employees from across the Department of Justice. To learn more about the program, please consult the [About the NMP page](#) or the [Frequently Asked Questions](#).

My MENTORING FILE

Greg Scott
Justice - National Capital Region
Senior Learning Advisor

- message(s) >
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MENTOR

- My matching questionnaire **100%**
- Mentor Requests : **0**

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The NMP is open to all employees from across the Department of Justice. To learn more about the program, please consult the [About the NMP page](#) or the [Frequently Asked Questions](#).

Did you know...

There are currently **169** mentors and **535** associates registered in the NMP.

Questions ?

If you have any questions, please do not hesitate [contact the National Mentoring Team](#).

I want to register a RELATIONSHIP >>>

My MENTORING FILE

Greg Scott
Justice - National Capital Region
Senior Learning Advisor

- message(s) >
- My Curriculum Vitae >
- My NMP Relationships >

MENTOR

- My matching questionnaire **100%**
- Mentor Requests : **0**

ASSOCIATE

- My matching questionnaire **100%**
- Results : **45**

< August 2020 >

Su	Mo	Tu	We	Th	Fr	Sa
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

Version 1.7

Report incident or comment

Important Notices

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