Mentorship Program Handbook

The goal of this Handbook and its appendices is to serve as the framework for the new Institute for Energy (IEL) Young Energy Professional (YEP) Mentorship Program.

Vision Statement

The IEL YEP Mentorship Program is designed to help young energy professionals learn from seasoned professionals. It is not intended to assist with job placement. Mentors are able to share their professional experiences, provide guidance, gain exposure to new perspectives, and reflect on their careers while helping the younger generation of energy professionals. Mentees are able to learn relevant industry best-practices and skills, expand their networks, have a sounding board to discuss work-related issues, and receive constructive feedback and support.

Organizational Description

The Mentorship Program will be administered by a new sub-committee of the YEP – the Mentorship Program sub-committee. For the inaugural year, the sub-committee will consist of 6 members. The members will serve a one year term.

The sub-committee will:

(a) Facilitate meaningful mentor-mentee matches;
(b) Hold mentors and mentees accountable for meaningfully participating in the mentorship program;
(c) Develop geographic “hubs” for both mentor/mentee matches and mentorship programming / mixers; and
(d) Continuously look for ways to improve the Mentorship Program.

Mentors must be IEL members in good standing, with at least five years of experience in energy law or a related field.

Mentees must be IEL members in good standing, working full time in energy law or a related field, with less than five years of experience.

Timing of the Mentorship Program (Applications, Matching, and Program)

Applications to be mentors and mentees will be due by December 3 of the preceding year. For example, applications for the 2020 Mentorship Program will be due December 3, 2019.
The sub-committee will match mentors with mentees before the end of the preceding year. For example, matches for the 2020 Mentorship Program will be made before December 31, 2019.

The Mentorship Program will run from January through December of each year. For example, the 2020 Mentorship Program will run from January 1, 2020 through December 31, 2020.

**Applying to be a Mentor or Mentee and the Matching Process**

The sub-committee will solicit applications from interested potential mentors and mentees and then match mentors with mentees. The goal is to facilitate meaningful mentor-mentee matches based on a number of factors – shared interests and goals, geographic proximity, etc. The Application Forms for Mentors and Mentees are included in this Handbook as Appendices 1 and 2, respectively.

At present, IEL does not intend to limit the number of mentor and mentee participants in any given year of the Mentorship Program. The sub-committee, however, cannot guarantee that each mentor applicant will be placed with a mentee and vice-versa.

Any mentor or mentee not matched in a given year will be eligible to apply in the following year. As for mentees, any mentee applicant that is not matched in the applicant’s last year of eligibility for the mentorship program may continue to apply as a mentee in following years until matched with a mentor.

**Expectations of Mentors and Mentees**

The expectations of mentors and mentees participating in the program are set forth in the Mentor Manual and Mentee Manual, respectively, attached as Appendices 3 and 4 to this Handbook. The consequences for failure to abide by program rules and expectations will be decided by IEL staff and leadership after feedback from the Mentorship Program sub-committee.

**Accountability for Fostering Relationship**

The guidelines for accountability for fostering a relationship are set forth in the Accountability Guidelines set forth in Appendix 5. This set of guidelines aims to assist both mentees and mentors in getting the most out of the relationship.

**Feedback Mechanism**

If mentees or mentors have issues regarding the program or their match at any time during the year, they are to reach out directly to IEL’s Associate Director, Vickie Adams.
(vadams@cailaw.org or 972-244-3421). Ms. Adams with will work the sub-committee to solve any issues and implement necessary changes to the program in a timely manner.

At the conclusion of the year of the program, the IEL will survey all mentees and mentors to determine the effectiveness of the program and to determine if any modifications should be made to make the program more successful.
Appendices

1. Mentor Application Form
2. Mentee Application Form
5. Accountability Guidelines
Appendix 1

Mentor Application Form

Mentor applicants must:
- be an IEL member in good standing; and
- have more than 5 (five) years’ experience in the field of law.

Name:
City:
Country:
Email address:

Firm / Company:
Job Title:
Years of Experience:
Linkedin Profile URL:

What brings you to the Mentorship Program? How did you hear about it?

Have you had, or do you currently have, a mentorship relationship (either as a mentor or a mentee)?

Which benefits have you received as a result of such relationship?

Do you have a specific practice area or focus? If so, would you prefer to be matched with a mentee with a similar practice area or focus, or one with a different practice area or focus?

Briefly describe your interest or experience in energy law. If you are interested in any particular segment of the energy industry (i.e., upstream, midstream, downstream, oil & gas, renewables, etc.), let us know.

Name some criteria by which you would like to be matched with a mentee.

Do you have a specific mentee with whom you would like to be matched?

What is your preferred method of interaction with your mentee (face to face, email, phone, skype, etc.)?

Would you be willing to mentor remotely?
How many mentees would you be willing to mentor? Please note the maximum number of mentees is 3.

Please list a few of your interests outside of law.

By submitting this application, I understand and acknowledge that IEL will try to match me with a mentee based upon the information provided herein. However, I also understand my enrollment in the mentoring program is not guaranteed.
Appendix 2

Mentee Application Form

Mentee applicants must:
• be an IEL member in good standing;
• be working full time in the field of law; and
• have less than 5 (five) years' experience.

Name:
City:
Country:
Email address:

Firm / Company:
Job Title:
Years of Experience:
Linkedin Profile URL:

What brings you to the Mentorship Program? How did you hear about it?

What are your career aspirations?

What goals would you like to accomplish with your mentor's help?

What are your current most important career challenges? How will participation in the Mentorship Program help you to tackle these challenges?

Have you had, or do you currently have, a mentorship relationship (either as a mentor or a mentee)? Which benefits have you received as a result of such relationship?

Do you have a specific practice area or focus? If so, would you prefer to be matched with a mentor with a similar practice area or focus, or one with a different practice area or focus?

Briefly describe your interest or experience in energy law. If you are interested in any particular segment of the energy industry (i.e., upstream, midstream, downstream, oil & gas, renewables, etc.), let us know.

Name some criteria by which you would like to be matched with a mentor.

Do you have a specific mentor with whom you would like to be matched?

Please list a few of your interests outside the law.
What is your preferred method of interaction with your mentor (face to face, email, phone, skype, etc.)?

By submitting this application, I understand and acknowledge that IEL will try to match me with a mentor based upon the information provided herein. However, I also understand my enrollment in the mentoring program is not guaranteed.
Appendix 3

Mentor Manual

Introduction

Welcome to the 2020 IEL Mentorship Program (the “Program”) and thank you for agreeing to serve as a Mentor. You will find below the necessary information about the program and how the mentoring relationship will work. The program will run from January through December 2020.

The program is IEL’s endeavor to provide the Young Energy Professionals (“YEP”) with an opportunity to receive advice and guidance about career development from an experienced professional. Mentors can assist YEPs in understanding the variety of possibilities in their chosen career fields, where there is demand, and which skills, activities, and courses are necessary for them to succeed.

Mentorship First Contact

IEL informs both the mentor and mentee about the match, by emailing each person mutual contact information. Both begin communicating by expressing expectations and agreeing upon some common procedures (for example, determining the frequency of contact and availability of both mentor and mentee).

It is the mentee’s responsibility to make the first contact by email or phone call within fifteen days of being informed of the match. During the first meeting, both will agree on 3-4 goals for the year and submit the goals to IEL’s Associate Director, Vickie Adams (vadams@cailaw.org).

If geographically possible, we strongly encourage you to meet your mentee in-person at least once a quarter. Face to face meetings are the best way to meet your mentee and get to know him/her.

At the end of the Program, you and your mentee should discuss whether or not you would like to continue the mentorship relationship. IEL will send you a post-program review to determine the effectiveness of the program and the match.

Benefits of a Mentorship Relationship

As a mentor, you should:

- Think of yourself as a “learning facilitator” rather than the person with all the answers. Do not hesitate to help your mentee find people and other resources that go beyond your experience and wisdom on a topic;
• Emphasize questions over giving advice. Use probes that help your mentee think more broadly and deeply;
• When requested, share your own experiences, lessons learned, and advice. Emphasize how your experiences could be different from his/hers. Limit your urge to solve problems for him/her;
• Resist the temptation to control the relationship and steer its outcomes. Your mentee is responsible for his/her own growth;
• Help your mentee see alternative interpretations and approaches;
• Build your mentee’s confidence through supportive feedback;
• Encourage, inspire, and challenge your mentee to achieve his/her goals;
• Help your mentee reflect on successful strategies he/she has used in the past that could apply to new challenges;
• Be spontaneous. Beyond your planned conversations, make a call or an email just to leave an encouraging word or piece of new information;
• Reflect on your mentoring practice and request feedback;
• Enjoy the privilege of mentoring. Keep in mind that your efforts will likely have a significant impact on your mentee’s development.

Managing the Relationship

As a mentor, your main tasks are to:
• Determine the kind of support needed by the mentee;
• Set goals and expected outcomes with the mentee;
• Coordinate with the mentee which steps will be taken to reach his/her goals;
• Be a positive role model, by providing mentees with ethical-based responses. Keep your suggestions focused to help the mentee make career decisions;
• Practice email etiquette. Certain approaches to emailing can ensure that your messages are understood and appreciated, and not misinterpreted.

As a mentor, you should also keep in mind to:
• Help the mentee examine ways to overcome barriers he/she may face on his/her career path;
• Make sure to keep the relationship moving forward;
• Keep the relationship focused on the mentee’s career path;
• Be as clear as possible about anything that may hinder regular communication (for example, let the mentee know in advance if there will be long periods during which you are not available).
The relationship will move forward with consistent and effective communication. Periodically, the mentor and mentee should reflect on the learning progress and process to ensure that the mentee’s learning goals are being met. You are free to re-evaluate your goals and agreements and make adjustments as necessary.

IEL will always be available for support when you do not hear from your mentee, or if you truly feel it would be best to end the relationship earlier. If things evolve in that way, the main goal should be to make the ending positive.

**The Importance of Feedback**

In addition to giving frequent and sincere positive feedback, you should also be willing and able to give your mentee corrective feedback.

If you observe your mentee making mistakes or performing in less than desirable ways, you should be direct with your mentee, letting him/her know what you perceive and providing some better ways for handling situations. It will probably be better for him/her to hear it from you than from others.

One of the things you can discuss with your mentee is if and how he/she would like to receive feedback. People are generally more willing to hear corrective feedback if they have given permission and know in advance it is coming. At the same time, you will be more likely to give feedback if you are invited to do so. For such purpose, please try to:

- Give specific (as opposed to vague) feedback on behaviors;
- Offer useful suggestions.
Appendix 4

Mentee’s Manual

Introduction

Welcome to the 2020 IEL Mentorship Program (the “Program”). You will find below the necessary information about the program and how the mentoring relationship will work. The program will run from January through December 2020.

The program is IEL’s endeavor to provide Young Energy Professionals (“YEPs”) with an opportunity to ask for guidance and advice about career development. Mentors can assist YEPs in understanding the variety of possibilities in their chosen career fields, where there is demand, and which skills, activities and courses are necessary for them to succeed.

Mentorship First Contact

IEL informs both the mentor and mentee about the match, by emailing each person mutual contact information. Both begin communicating by expressing expectations and agreeing upon some common procedures (for example, determining the frequency of contact and availability of both mentor and mentee).

It is the mentee’s responsibility to make the first contact by email or phone call within fifteen days of being informed of the match. During the first meeting, both will agree on 3-4 goals for the year and submit the goals to IEL’s Associate Director, Vickie Adams (vadams@cailaw.org).

If geographically possible, we strongly encourage you to meet your mentor in-person at least once a quarter. Face to face meetings are the best way to meet your mentor and get to know him/her.

At the end of the Program, you and your mentor should discuss whether or not you would like to continue the mentorship relationship. IEL will send you a post-program review to determine the effectiveness of the program and the match.

Benefits of a Mentorship Relationship

As a mentee, you will gain opportunities to:
- Observe and interact with successful experts;
- Receive personalized feedback and encouragement;
- Acquire and improve your knowledge and skills;
• Gain insight into organizational culture, appropriate behaviors, attitudes and protocols in your field;
• Save time by learning strategies normally learned by years of trial and error;
• Ask specific questions;
• Gain practical resources and tools; and
• Increase your network.

You and your mentor will have a number of expectations. Some relationships experience problems because expectations are not met or even discussed. To prevent such problems and help you with your planning, mentors can reasonably expect you to:
• Accept the relationship on a temporary basis (for 12 months or until one or both of you decide it is time to end it);
• Meet your mentor as often as time permits (the mentor's schedule will probably set the pace). The minimum to keep the relationship productive is 2 hours a month, but you can meet more often. In-person meetings can be supplemented with phone meetings and e-mail;
• Ask your mentor for suggestions or advice;
• Respond to your mentor's emails and calls in a timely fashion;
• Suggest topics you want to discuss;
• Listen to your mentor, apply at least some of the advice, and let him/her know the results;
• Keep any commitments made;
• Evaluate the relationship at various points within the agreed-upon time frame and the next steps to take.

Your mentor will be your own private source of objective advice, someone with experience in setting and achieving goals and someone who is willing to share those abilities with you. As such, it is reasonable for you to expect him/her to:
• Have regular meetings with you by phone, in-person or through online connections;
• Provide sound advice on your development activities and professional development concerns;
• Follow through on commitments made to you;
• Help resolve conflicts between the two of you;
• Provide honest yet fair diplomatic feedback;
• Evaluate the relationship at points during the agreed-upon time period.
However, please keep in mind that you should not expect your mentor to:

- Provide you with personal introductions to other people until – and unless – the mentor offers them;
- Spend more time on the relationship than your mentor is willing or able to give;
- Continue the relationship beyond the agreed-upon time period. While the IEL hopes that the mentor-mentee relationship’s created through this initiative flourish and continue beyond the initial term of the program, we recognize that some may not. Participants should respect the wishes of mentors if the he or she does not wish to continue the relationship beyond the program’s term.

**Mentorship Kickoff**

Your mentor will be able to provide the best possible support and guidance once he/she understands your goals. Before you begin to correspond with your mentor, it will be important to think about them and where you see yourself in the future.

Therefore, you should think about the following questions:

- What is your specific career goal?
- What is your plan to reach this goal?
- When do you expect to reach this goal?
- How will you monitor your progress?
- What are your strengths?
- What areas do you need help with?

A successful mentor–mentee relationship is dependent upon building rapport and trust. If you do not have any particular topic to discuss with your mentor initially, we suggest you start by getting to know your mentor by asking the following questions:

- What did you do after you graduated from college?
- What do you like the most about your work? And the least?
- What do you do at work in an average week?
- Why are you interested in being a mentor?
- How did you choose your career path?
- How do you define success?
- Did you have a mentor? How important was such person to help you achieving your goals and progressing in your career?
- What do you expect from the mentor–mentee relationship?

In addition, you can also discuss the following ideas:

- Career options;
- Work on your resume;
• Find out how your mentor got his/her job;
• Have your mentor describe what he/she does specifically and if this is different from what he/she planned when they were in college;
• Ask your mentor about mistakes to avoid;
• Ask your mentor about opportunities they wish they would have taken;
• Ask your mentor to recommend a book which will be useful for your career.
Appendix 5

Accountability Guidelines

The IEL Mentorship program is designed to connect young lawyers with experienced professionals. This set of guidelines aims to assist both mentees and mentors to get the most out of the mentorship relationship.

Mentee Guidelines

- Your mentor is an experienced industry professional with many work demands. That said, they are mentoring because they want to be involved in your professional development. Remember to be mindful of their time, follow up as needed, and be understanding if they cannot be always available. Similarly be responsive to your mentor’s communications.

- When meeting with your mentor, take some time to prepare to get the most out of your time together. It may be useful to keep a list of challenges, questions, or issues to have on hand when you are able to meet.

- Remember that the focus of the mentorship is exposure to experience. This includes learning about industry best-practices and skills and getting general advice and support on work-related issues. The mentorship program is not intended for job placement.

- Be mindful of conflicts of interest and confidentiality obligations.

- Be honest and open with your mentor. Make them aware of your goals and expectations.

Mentor Guidelines

- Mentorship requires a steady commitment and regular communication to succeed. Remember to schedule a next meeting or call each time, and try to maintain a regular schedule of communication.

- The mentorship relationship is intended to be wide-ranging. While your energy industry experience is a key part of sharing knowledge with your mentee, your mentee will also look to you for guidance and advice on navigating work issues and practice issues faced early in a legal career. If you face questions you do not feel comfortable or capable of addressing, please contact the IEL committee who may be able to assist with a match for that advice.
• Work to learn your mentees short and long term career goals. Help them create a plan of action and milestones for accomplishing those goals.

• Be mindful of conflicts of interest and confidentiality issues. If conflicts arise such that a new mentor assignment may be necessary, please notify the IEL committee.