



Advancing women  
Advancing transportation  
> Central Florida

WTS Central Florida Chapter

# EMERGING PROFESSIONALS Program

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# Overview

WTS attracts, sustains, connects, and advances women's careers to strengthen the transportation industry.

In support of that goal, the WTS Central Florida Chapter has established a mentoring program for transportation professionals designed to assist and facilitate the development of entry to mid-level individuals in their personal growth and professional development. The program endeavors to match professionals in the Central Florida region to engage in a mentor/protégé relationship. The program is one year and requires the commitment of two hours per month, and the willingness to meet for your mentor (protégé) to discuss, advise, and listen.

## Purpose and General Information

Mentoring is an active partnership between an experienced professional and a less experienced member to foster professional growth and career development. The mentor's knowledge and insights gained over years of experience serve as a valuable tool (and early warning system) to facilitate the effective and efficient growth of the protégé. The mentoring relationship may be formed to achieve a specific short-term goal or may be developed into a long term association. While an individual mentor will probably not have all the answers, he or she should be able to refer a protégé to the right source for appropriate information.

In order for the Emerging Professionals Program to be successful, both the mentor and the protégé must be active and committed participants. The following guidelines are offered to ensure a successful relationship between mentors and protégés:

- **Be proactive** – Make yourself available.
- **Negotiate a commitment** – Agree to have regular contact at pre-defined intervals.
- **Establish a rapport** – Learn as much as possible about the other person.
- **Be confident** – Both parties have something important to offer each other.
- **Be enthusiastic** – Demonstrate mutual interest in the mentorship relationship.
- **Communicate** – Share knowledge and experience openly.
- **Be a good listener** – Hear what the mentor or protégé is saying.
- **Be responsive** – Act upon what has been learned.
- **Be accessible** – Have an open door and open phone policy.
- **Take responsibility** – It takes two to have a successful mentoring relationship.

Mentoring is a vital component of career development and enhancement. A strong, viable mentoring program will strengthen the career potential of protégés and help develop competent and confident leaders. WTS has developed the following goals for the Emerging Professionals Program:

- Provide protégé with timely, factual, and relevant information to encourage and support their professional growth.
- Provide sound advice and counsel protégés throughout their careers.
- Promote career progression.

*Note: Mentoring is not a recruiting tool.*

# Eligibility

**Protégés:** Professionals currently working in the transportation industry and are current WTS members.

**Mentors:** Mentors must be senior level professionals who currently work in the transportation industry with a minimum of ten years of professional experience. In addition:

- Mentors should not be in the protégé's chain of command.
- Mentors should have sufficient time to dedicate to the Emerging Professionals Program (at least two hours per month) and be enthusiastic in their approach to nurturing and teaching the protégé.
- At least one rank above his/her assigned protégé.
- Preferably, same discipline as the protégé.
- Show strong interest in mentoring individuals through periodic phone calls, e-mail and/or person to person contact.
- Mentors should have developed interpersonal skills (listening, communication, time management).

# Implementation and Management

## Mentor Volunteer

- Mentor volunteers must submit a completed Mentor Application Form (Appendix).
- The Mentor Application Form can be downloaded from the WTS website.
- Upon receipt of the Mentor Application Form, the prospective mentor will be contacted by the Chair of the Emerging Professionals Subcommittee to discuss responsibilities and expectations.

## Protégé Notification

- Protégés can be nominated or apply to the Emerging Professionals Program. (Application form in Appendix)
- The Emerging Professionals Subcommittee Chair will contact the protégé informing them of their acceptance to the program and of their pairing with a volunteer mentor.
- The Emerging Professionals Subcommittee Chair will update the mentor/protégé roster.

## Matching Mentors and Protégés

- The WTS Emerging Professionals Chair will be responsible for the final match recommendations of mentors and protégés. Mentors and protégés will be notified once an assignment has been made.
- Unless indicated otherwise by either the Mentor or Protégé, monitoring of the pairing will be tracked for a period of one year, however, at the discretion of the team, the relationship can continue for an indefinite period.
- The protégé may opt to continue the relationship with the current mentor, terminate the relationship with the current mentor and request a new mentor, or terminate their participation in the mentor program. (after a minimum of three meetings).



# Program Evaluation

Program evaluation is critical to the constant improvement of the Emerging Professionals Program. Part of the commitment to function as a mentor and participate as a protégé includes the responsibility to provide a constructive critique of the experience. The Emerging Professionals Subcommittee is responsible for evaluating the feedback received from participants and incorporating necessary changes into the operating guideline.

Mentors and protégés should fill out and submit feedback forms (attached) within two weeks of the initial mentor-protégé match and monthly thereafter.

The completed feedback forms will be returned to the Emerging Professionals Subcommittee Chair.

## 2021 Schedule

February 8	Applications Due
March 2	Program Kick-off/Matching Event – Virtual
March - November	Mentor/Protégé meet monthly
April 6 (tentative)	Training – “Getting the Most out of Mentoring”
June 8 (tentative)	Training – “Talking to Leadership”
September 14 (tentative)	Training – Communication Challenge
October 28 (tentative)	Graduation
November 19	Official End of Program

## More Information on the Emerging Professionals Program.

If you want further information about the Emerging Professionals Program please call Nancy Clements at 407-574-8025

# About Mentors

A mentor is an experienced and trusted individual who serves in a number of capacities: teacher, guide, counselor, motivator, sponsor, coach, advisor, referral agent, role model, and door opener. The mentor must be flexible to serve in the various needs of the protégé.

## Responsibilities of the Mentor

- **Serve as a role model** – Share personal experiences and present a good example.
- **Be prepared and responsive** to the requests and needs of the protégé.
- **Be a resource person** – Provide information on the Transportation Industry, training opportunities, networking contacts, etc.
- **Listen** – Be open and understanding.
- **Counsel** – Help identify options for promoting goals and solving specific problems; offer specific and practical solutions.
- **Offer insight** – Orient the protégé to the spoken and unspoken rules of the Transportation Industry.
- **Guide** – Offer guidance but allow the protégé to make final decisions.
- **Validate** – Be an advocate and acknowledge achievements. Guide protégé on how to receive recognition both personally and for the firm (i.e. how to apply for awards).
- **Motivate** – Help set realistic goals and provide encouragement to achieve them.
- **Give feedback** – Share positive reactions and offer constructive criticism.
- **Provide perspective** – Help the protégé see the big picture; protect by putting things into proper perspective.
- **Be knowledgeable** – Learn what you don't know and be able to refer to those who know best.

## Benefits to Mentors

- Satisfaction of helping protégé establish and achieve meaningful and challenging goals, mentors themselves will learn anew the skills and value of effective goal setting techniques.
- Satisfaction in having a positive long-term impact.
- Improvement in interpersonal communication, motivation, coaching, counseling, and other management skills.
- Opportunity to gain perspective about comparable individuals supervised on a regular basis.
- Impetus to reflect on one's own goals and performance.

# About Protégés

A protégé is an achiever. A protégé is a committed and motivated individual who is willing to work and take responsibility for their career development and professional growth. A protégé must be honest, open, and receptive to the guidance their mentor has to offer.

## Responsibilities of the Protégé

- Initiate/schedule discussions and actively seek out the mentor's advice.
- Be honest, open, and frank. Share your self-assessment of your career.
- Listen and consider all suggestions without being defensive.
- Participate and take full advantage of the services and assistance offered, make decisions based on all information gathered, and follow through on suggestions that make sense.

## Benefits to Protégé

- Connecting interpersonally with a caring, encouraging advisor.
- Obtaining guidance in defining and achieving goals.
- Gaining information to plan a clear and defined career track.
- Receiving constructive feedback.
- Acquiring an objective and credible source of information.

## More Information on the Emerging Professionals Program.

If you want further information about the Emerging Professionals Program please call Nancy Clements at 407-574-8025





# MENTOR APPLICATION FORM

Please complete all fields requested in the application and mail or email back to the Emerging Professionals Subcommittee Chair.

## MEMBERSHIP INFORMATION

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Discipline: \_\_\_\_\_

Firm Name/Location: \_\_\_\_\_

Office Phone: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Previous experience as a Protégé or Mentor: \_\_\_\_\_

If "Yes" to Either, Provide Name(s) of Protégé(s) or Mentor(s) and dates of membership:

Comments (Please provide a brief summary of your background, why you want to be a Mentor, contributions you can make to the Program, etc. Information provided will help the Subcommittee determine a suitable Mentor-Protégé pairing.):

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# PROTÉGÉ APPLICATION FORM

Please complete all fields requested in the application and mail or email back to the Emerging Professional Subcommittee Chair.

## PROTÉGÉ INFORMATION

Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Discipline: \_\_\_\_\_

Firm Name/Location: \_\_\_\_\_

Office Phone: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Previous Experience as a Protégé: \_\_\_\_\_

if "Yes", provide name of Mentor(s) and dates of mentorship:

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### Previous Employment

Place of Employment	Job Title	City/State	Dates	Main Area of Responsibility

### Undergraduate and Graduate Training

School (City/State)	Degree	Primary Field of Study

I am interested in receiving particular guidance in the following areas: (Check all that apply):

☐ Advancement/Promotion

☐ Career Development

☐ Continuing/Advanced Education

☐ Professional Licensure/Registration

☐ Professional Organizations and Affiliations

☐ Perspective on Transportation Industry

☐ Career Track Issues

☐ Other: \_\_\_\_\_

# MENTOR FEEDBACK FORM

Mentor Name: \_\_\_\_\_

Mentor Phone: \_\_\_\_\_

Protégé Name: \_\_\_\_\_

Date of Mentorship: \_\_\_\_\_

Please respond to the following questions. Your responses will be kept confidential and will be used in the overall evaluation of the Emerging Professionals Program.

1. Have you communicated with your Protégé in your role as a Mentor?  
☐ Yes ☐ No (If no, go to question 4.)
2. Who initiated the first contact? ☐ I initiated the first contact ☐ My Protégé made the first contact
3. How have you communicated with your Protégé (check each of the media you have used)  
☐ Telephone ☐ E-mail ☐ Personal Visit ☐ Other
4. Why have you NOT had contact with your Protégé? ☐ Waiting for my Protégé to contact me  
☐ I've tried but my Protégé has not responded ☐ Other (please explain): \_\_\_\_\_  
\_\_\_\_\_
5. On the average, how often do you have contact with your Protégé?  
☐ Initial Contact Only ☐ Three or more times per month ☐ Once or twice per month  
☐ Once every three months ☐ Less than once every three months
6. Has the Mentor/Protégé Program met your needs and/or expectations? ☐ Yes ☐ No  
Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
7. For each of the following, please rate their relative importance as Mentor and Protégé matching factors (circle the appropriate code: 1, 2, 3, 4 with 1 being not important at all and 4 being very important.)

Similar professional assignments	1	2	3	4
Similar geographical experiences	1	2	3	4
Assigned within same geographical area	1	2	3	4
Other matching factors which you feel are very important	1	2	3	4

Name other factors here: \_\_\_\_\_  
\_\_\_\_\_
8. Would you be willing to continue with your current Protégé in the Emerging Professionals Program?  
☐ Yes ☐ No

## MENTOR FEEDBACK FORM **Cont.**

9. Would you be willing to continue as Mentor for future Protégés? ☐ Yes ☐ No

10. Do you have any additional comments and/or suggestions that will enhance the WTS Mentor Program? ☐ Yes ☐ No

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. How did you learn about the WTS Mentor Program?

\_\_\_\_\_  
\_\_\_\_\_

12. Did you find the Guide helpful as a mentoring tool? ☐ Yes ☐ No

12a. If no, what specifically was missing or not useful? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12b. If yes, what specifically did you find useful or of value? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. What information or sources did you use in addition to those provided that you felt were useful in mentoring your Protégé(s)? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# PROTÉGÉ FEEDBACK FORM

Protégé Name: \_\_\_\_\_

Protégé Phone: \_\_\_\_\_

Mentor Name: \_\_\_\_\_

Date of Mentorship: \_\_\_\_\_

Please respond to the following questions. Your responses will be kept confidential and will be used in the overall evaluation of the Emerging Professionals Program.

1. Have you communicated with your Mentor? ☐ Yes ☐ No *(If no, go to question 4.)*
2. Who initiated the first contact? ☐ I initiated the first contact ☐ My Mentor made the first contact
3. How have you communicated with your Mentor (check each of the media you have used)  
☐ Telephone ☐ E-mail ☐ Personal Visit ☐ Other
4. Why have you NOT had contact with your Mentor? ☐ Waiting for my Mentor to contact me  
☐ I've tried but my Mentor has not responded ☐ Other (please explain): \_\_\_\_\_  
\_\_\_\_\_
5. On the average, how often do you have contact with your Mentor?  
☐ Initial Contact Only ☐ Three or more times per month ☐ Once or twice per month  
☐ Once every three months ☐ Less than once every three months
6. Has the Emerging Professionals Program met your needs and/or expectations? ☐ Yes ☐ No  
Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
7. Would you be willing to continue with your current Mentor in the Emerging Professionals Program?  
☐ Yes ☐ No
8. What type of Mentor/Protégé relationship would best meet your needs?  
☐ Contact initiated by Mentor on a routine basis  
☐ Contact initiated by Protégé only when advice needed  
☐ Contact initiated by Protégé on a routine basis  
☐ Regular initial contact with future advice related contacts  
☐ Other (please describe): \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# PROTÉGÉ FEEDBACK FORM Cont.

9. Do you have any additional comments and/or suggestions that will enhance the WTS Mentor Program?

☐ Yes ☐ No Comments: \_\_\_\_\_

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10. How did you learn about the WTS Mentor Program?

Comments: \_\_\_\_\_

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# First Meeting Worksheet

The following questions will help you prepare for your first meeting with your protégé. This meeting is particularly important because it will set the tone for the rest of the meetings you and your protégé will have. Answer these questions with that in mind.

1. What do you hope to accomplish during this meeting?

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2. What would a successful meeting look like?

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3. Who will run this meeting?

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4. What role will each of you play in this meeting?

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**Helpful Hint:** Use this monitoring agreement as part of your first meeting to help generate discussion and highlight areas of need.

# Development Activities Worksheet

Complete this worksheet to help you prepare for creating development activities for your protégé. Remember to craft development activities based on your protégé's learning and development needs.

1. What type of learner is your protégé? How does s/he like to learn?

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2. What types of activities will help the protégé accomplish his/her goals?

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3. What development activities have helped you (or your previous protégé's) in the past?

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4. Who can you recruit to help the protégé with activities outside your areas of expertise?

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Questions to consider asking your protégé to help generate discussion:

- What would you attempt to do if you knew you could not fail?
- What role does learning play in your life?
- How do you typically go about learning something new?
- In what ways are your learning needs being met?

# Goal Setting Worksheet

In order to better help your protégé set goals for this mentoring relationship, answer the following questions. Remember to keep your protégé's learning and development needs in mind.

1. What does the protégé know or not know about his/her chosen development area?

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2. What are the development gaps for the protégé?

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3. What are the top three development goals the protégé wants to achieve?

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4. How will you and the protégé measure progress?

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5. Are the protégé's goals realistic?

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Questions to consider asking your protégé to help generate discussion:

- How do you feel about the goals you've set?
- Are these your goals because you want them to be or because someone else wants them to be?
- How might you accomplish your goals?



# Giving Feedback Worksheet

Complete this worksheet to help you prepare for giving feedback to your protégé. Remember to create a supportive, safe environment for the discussion and to have a clear understanding of the outcome you desire.

1. What area(s) do you want to focus your feedback on?

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2. What message do you want to communicate?

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3. What action can your protégé take based on your specific feedback?

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4. How can you help the protégé put this feedback to use in terms of his/her development?

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5. How will you show your protégé you are listening to him/her?

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Questions to consider asking your protégé to help generate discussion

- How do you feel about the feedback I just gave you?
- How might you use this feedback in conjunction with future actions?
- How can I improve my feedback to you in the future?

# Monthly Activity Worksheet

This report is to be completed by the protégé at the end of each month and emailed to [nac@wginc.com](mailto:nac@wginc.com)

Protégé Name:

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Mentor Name:

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Date I met with Mentor:

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Meeting Method:

(lunch, phone, WTS function, etc.)

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Topics of Discussion:

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General Comments:

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