

Appendix 10: Sample Roadmap for a Mentoring Relationship

Time: Nine hours over a period of six months

Methods: In person, online, over the telephone

Month 1 (2 meetings)	Meeting 1 (In person – 1 hour) Topic: Introduction	Meeting 2 (Online or phone – ½ hour) Topic: bylaws, policies, codes, liability and officers insurance
Goal Get to know each other and organization	<ul style="list-style-type: none"> • Share previous board and volunteer experiences • Share expectations of each other • Mentee outlines learning goals for the mentoring relationship • Mentor reviews basic information about the organization and answers questions, explains governance model, clarify roles of board and management 	<ul style="list-style-type: none"> • Mentor clarifies content and context
Suggested Reading/Resources	<ul style="list-style-type: none"> • <i>The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence</i>. Jim Brown. 2006. Jossey-Bass, San Francisco. • Board Manual 	<ul style="list-style-type: none"> • Board policy documents
Month 2 (2 meetings)	Meeting 3 (In person – 1 hour) Topic: board contacts, communication, roles and responsibilities	Meeting 4 (In person – 1 hour) Topic: meetings
Goal Board structure and membership	<ul style="list-style-type: none"> • Mentee reviews organizational chart • Discuss board's responsibility to oversee organization • Mentor discusses fiduciary and legal duties as a board member • Mentor answers questions on interpreting financial statements • Mentor outlines lines of communication and information flow between board members, committees, Executive Director, management and staff 	<ul style="list-style-type: none"> • Discuss the types of meetings including board meetings, committee meetings, AGM • Set up a meeting for 30 minutes prior to next board meeting to outline rules of procedure and agenda
Suggested Reading/Resources	<ul style="list-style-type: none"> • Orientation package • Board manual 	<ul style="list-style-type: none"> • Orientation package • Board manual

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Appendix 10: Sample Roadmap for a Mentoring Relationship (cont'd)

Month 3 (2 meetings)	Meeting 5 (Online or phone – ½ hour) Topic: Committee	Meeting 6 (In person – ½ hour) Topic: Preparing for a board meeting
Goal Administration	<ul style="list-style-type: none"> • Discuss committee most suitable for mentee to serve on • Mentor introduces committee chair to mentee 	<ul style="list-style-type: none"> • Mentor outlines rules of procedure for board meeting • Discuss board meeting agenda
Suggested Reading/Resources	<ul style="list-style-type: none"> • Orientation package – list of committees, chairs, members of committees 	<ul style="list-style-type: none"> • Board manual • Meeting agenda
Month 4 (2 meetings)	Meeting 7 (In person – 1 hour) Topic: strategic and operational plans and reports	Meeting 8 (In person – 1 hour) Topic: strategic and operational plans and mentee learning goals
Goal Strategic and Operational Plans	<ul style="list-style-type: none"> • Discuss organization's vision, mission statement and values as they relate to strategic plan • Discuss goals and objectives of board • Mentor shares internal and external reports relative to strategic and operational plans • Mentee reviews list of programs • Mentee reviews list of funding partners, memoranda of understanding and funding agreements outlined in board manual • Discuss history of funding relationships 	<ul style="list-style-type: none"> • Review and discuss outstanding questions on strategic and operational plans and/or reports • Assess mentoring relationship – what's working, what's not • Revisit mentee's learning goals
Suggested Reading/Resources	<ul style="list-style-type: none"> • Board/organization strategic plan • Board workplan and priorities • Reports from any strategic planning priorities • Most recent audited financial statement • Minutes of previous meetings • Program descriptions • Board manual 	<ul style="list-style-type: none"> • Board manual/reports

Appendix 10: Sample Roadmap for a Mentoring Relationship (cont'd)

Month 5 (1 meeting)	Meeting 9 (In person – 1 hour) Topic: HR policies
Goal Organization management	<ul style="list-style-type: none"> • Mentee reviews all HR policies for employees and volunteers • Discuss any issues regarding HR policies • Mentor shares background information regarding any existing collective agreement
Suggested Reading/Resources	<ul style="list-style-type: none"> • Board manual • Policy documents • HR Council for the Nonprofit Sector, www.hrcouncil.ca
Month 6 (1 meeting)	Meeting 10 (In person – ½ hour) Topic: Evaluation and closure
Goal Evaluation of board performance and closure	<ul style="list-style-type: none"> • Discuss board evaluation process • Celebrate mentoring relationship • Discuss what to do differently next time • Discuss any further training mentee should pursue
Suggested Reading/Resources	<ul style="list-style-type: none"> • Previous board evaluations • Mentor/mentee evaluations

Source: Board Mentoring Handbook, Maytree (2007)