

## **Mentoring Program Most Frequently Asked Questions**

We are excited you are considering joining the global IAWA Mentor Program! Our Mission is to develop the pipeline of female leaders in the aviation industry and expand diversity of thought throughout the aviation industry.

As the [Lift Off To Leadership Report](#) reflects, women are leaving the aviation industry due to a lack of career growth. However, mentoring can build the confidence through community and sharing of experiences that provides the support for women to take the step forward in their careers.

The IAWA Mentoring Program is powered by IAWA members who serve as Mentors and is facilitated by a software platform (Qooper) that is utilized by Fortune 1000 companies (Google and Merck), universities (Brown University), and associations (Venture for America.) By choosing the Qooper platform to facilitate the administration of the program, IAWA is making a tangible investment in strengthening the experiences of our Members to achieve the Mission and Goals of the program. Among the activities we hope to engage you:

- Learning via materials that will enable mentoring pairs to further develop their mentoring skills;
- Collaboratively establishing the path to achieve goals throughout your mentoring journey;
- Connecting and Inspiring through peer-to-peer mentoring via Groups; and
- Celebrate tracking and communicating the Mentoring Program's successes with all stakeholders

We look forward to building a successful Mentoring Program with you that benefits all participants to grow and build diversity of thought and retains the talent within our industry.

### **Is this a new IAWA program?**

*IAWA's Mentoring Program was implemented over five years ago, with limited success due to the complexity of vetting Mentees and then manually finding an appropriate Mentor for a one-time Mentoring session. Additional peer-to-peer Mentoring circles were created in the New York Metropolitan area but ceased due to the Pandemic.*

*In 2020 and through the financial support of FedEx, IAWA redesigned its Mentoring Program. Through the use of Qooper, IAWA extended the program from a single Mentoring meeting to a 12-month program and piloted 14 Mentor-Mentee pairings with a limited number of IAWA Members (Board and Advisory Board members serving as Mentors with Scholars and Apprentices serving as Mentees) in October 2021. The number of mentoring pairs currently stands at 20 as other Members enrolled in the program. To date, three (3) of the Mentees received job promotions. Because of this, IAWA will be expanding the program to all IAWA Members who want to serve as Mentors in May 2022.*

### **Does it cost anything to participate in this program?**

*No. No one is charged to directly join the IAWA Mentoring Program. Being a Mentor is a benefit to IAWA Members as it enables IAWA Members to actively engage with and develop the pipeline of female leaders in the aviation industry as well as improve their mentoring skills in the process. The cost of the IAWA Mentoring Program is viewed as an investment by IAWA in supporting the professional growth of our members and the cost of it is supported by a combination of direct sponsorship and membership dues.*

### **Am I qualified for this program?**

*If you are a professional in the aviation and aerospace community (or want to become one) who is passionate about the industry and want to connect, inspire, lead, and empower the next generation of leaders by investing your time to do so, this is a program for you.*

*Mentoring is a two-way relationship and what you put into it is also what you get out of it. With mentoring relationships, your time spent will likely ebb and flow. While your preferred cadence and time commitment will be part of your initial discussion (as well as part of the matching criteria) with your mentoring partner, we suggest people consider a minimum time commitment of at least 1 hour per month of a meaningful connection.*

➔ **Best Practices:** *We are finding that many of our Mentoring Pairs meet more than once per month to work towards specific goals, with Mentees engaged in following the practical advice provided. Many of the Mentors are using the lessons provided through Qooper to enhance their mentoring skills.*

### **Who can become a Mentor?**

*Only IAWA Members who are women that have served in a leadership role for at least five (5) years may serve as Mentors in this program. While you maintain significant experiences, we recommend that you ensure that you focus on your Mentee's professional goals that you establish together and use the Mentee's experiences as a source of reflection as you guide them through the mentoring process.*

➔ **Best Practices:** *Many of our Mentors find that they are expanding their knowledge about the needs of the next generation of female leaders in the aviation industry, which is building inclusion and diversity of thought for our industry.*

➔ **Best Practices:** *We highly encourage you to add your service as a Mentor to your LinkedIn profile.*

### **Can Advocates become Mentors?**

*Men have been some of our greatest Mentors throughout our careers and IAWA is very pleased that men are contributing to IAWA's ability to achieve its mission of expanding the pipeline of future female leaders in the industry.*

*At this time, Mentoring Pairs are limited to women serving as Mentors and Mentees. We expect this to change in the future as we review the needs of our Mentees and develop the Mentoring Program further.*

*Advocates are highly encouraged to enroll in the "IAWA Advocate Group" through the Qooper Platform. This Group facilitates discussions between Advocates and Mentees. We hope Advocates participate in the discussions and engage with the Mentees, which will be invaluable to supporting the Mentees and will expand diversity within IAWA.*

### **Who can become a Mentee?**

*Mentees can be IAWA Members who are Scholars and Apprentices. Mentees may also be non-IAWA Members who meet the requirements of Scholars and Apprentices and are passionate about the aviation industry; who want to develop their leadership skills; request guidance on achieving realistic career goals, and support diversity of thought in the aviation industry.*

### **Can I become both a Mentor and a Mentee?**

*At this time, the answer is no. We understand some IAWA Members might be interested in serving as both a Mentee and a Mentor, and as the program progresses, we will keep you informed on opportunities to participate in a dual roll. For now, we encourage you to select one role upon enrollment in our program through the platform.*

### **Is the Mentoring Program Agreement required and what is the term?**

*Yes. While the Mentoring Program is voluntary, the Mentoring Program Agreement is required for both Mentors and Mentees to ensure both parties understand the commitments and expectations. It must be approved prior to your first meeting.*

*The Mentoring Program Agreement is not a legally binding contract. It will be in place for a period of 12 months and can be renewed automatically at the end of the term. Any party can end the relationship at any time and you can be matched with another Mentee upon notifying the Mentoring Committee Chair.*

### **Can I Mentor multiple mentees?**

*Yes. If your time permits, you can be matched with multiple mentees.*

### **I decided to join this exciting program, what are my next steps?**

*We are pleased you decided to join the IAWA Mentoring Program. IAWA is facilitating the Mentoring Program through Qooper, which is a software platform that can be accessed through your desktop, laptop, and mobile device to facilitate engagement.*

*With your invitation to become a Mentor or a Mentee, you received a link to the website and a code that enables you to log onto Qooper to create your profile. **It is critical that you take the time (approximately 10 minutes) to answer all questions and complete your profile.** Once your profile is created, the matching process can commence. An instructional video on the Qooper platform can be found here: [Qooper Web Platform Overview](#)*

### **Once I create a profile in Qooper, how am I matched?**

*Once you complete your profile, you will receive an email notification from Qooper when you are matched as well as an introduction to your mentoring pair through the Mentoring Committee.*

*The Mentoring Committee will match a Mentor and Mentee pair when a sufficient number of Mentors and Mentees are available to facilitate a match (typically 10 of each.) While Qooper is powered by algorithms and artificial intelligence, the Mentoring Committee Chair and the VP-Leader Development discuss each potential mentoring pair and place emphasis on the needs of the Mentees. This includes a desire to speak the Mentee's native language and to ensure that the Mentor shares the same skin tone as the Mentee, if requested by the Mentee.*

### **Once I am matched with a Mentor or Mentee, how can I begin to engage?**

*Once you are matched, Qooper will send you instructions on how to engage. The platform, which can be used on your desktop and mobile device, allows you to set appointments; provides a wealth of resources to guide you on journey; create goals; and facilitates engagement through phone or video calls.*

### **Should we establish goals?**

*Yes and it is a requirement of the program that you do so. You should collaboratively establish a realistic goal that you work towards together. Our initial response from our Mentor-Mentee pairs is that the establishment of goals and actively working towards them is one of the reasons why several Mentees were able to progress in their careers.*

➔ **Best Practices:** **A best practice is to establish a goal by your second meeting and continue to work towards its achievement during your time together.** *A set of recommended goals are available to choose from in the Qooper program. We recommend establishing at least one goal for your 12-month program.*

### **What can you recommend to me to make this experience a success?**

*We suggest that prior to your first meeting with your Mentoring Pair Partner that you take the time to review their background as well as populate a Mentee/Mentor questionnaire.*

*This helps to define what each of you hope to get out of this relationship as well as clearly communicate to one another how each of you might want to engage. We suggest reviewing the starting guide templates in Qooper for your first meeting.*

➔ **Best Practices:** *The Mentoring Committee also asks for your feedback through formal surveys powered by Qooper at two key points throughout the 12-month program AND through informal connections with Mentoring Pairs. We can only improve upon our Mentoring Program if we hear what is working and what could be more effective. We look forward to hearing your constructive feedback.*

### **Do you offer suggestions and resources?**

*IAWA invested in the Qooper platform as Qooper is solely focused on mentoring and maintains a wealth of knowledge and experience in operating Mentoring programs through its 200+ growing client base comprised of Fortune 1000 companies; universities; and associations located throughout the world. As a result, their library (which continues to be updated with timely content) contains a wealth of information that you can access at any time. These resources enable you to start your journey and guide you through the Mentoring Program.*

➔ **Best Practices:** **Many of our Mentors, who served as mentors for other mentoring programs, stated that Qooper's resources helped them improve their skills as a Mentor.**

### **I already use a scheduling system. Do I need to schedule time through Qooper?**

**YES** – *You must record the times you meet through Qooper so we can track the times that you meet. This is one of the key metrics of our evaluation of the Mentoring Program with our sponsors of the Mentoring Program. This takes one minute to establish a meeting. [How to create a meeting in Qooper](#). If you forget to record a meeting, you can backdate a meeting.*

➔ **Best Practices:** **A best practice is to set recurring monthly meetings for you and your Mentee at the beginning of your relationships. These can be adjusted as your schedule requires it.**

### **Does the Mentoring Program include a Peer-to-Peer mentoring component?**

*Yes. Everyone is highly encouraged to connect via the Group function within the Qooper Platform. Groups further provide you and your Mentee with the opportunities to connect with others by corresponding in the group discussion; access training; view webinars on IAWA leadership events, and receive news updates.*

➔ **Best Practices:** We recommend that every participant join at least one Group and begin contributing to conversations.

### **How much of a time commitment is this?**

*It varies depending upon the goals that your Mentoring pair establishes. We recommend a minimum commitment of meaningful connections of at least 1 hour for your meeting on average a month. As you read articles and interact in Groups, this will increase your time. This time that you spend is an investment in improving your skills and we hope you find this beneficial and worthwhile.*

*On a monthly basis, Qooper will generate an email notifying you of any new material that could be helpful to you and your mentee. It is recommended that you read it in anticipation of your forthcoming meeting.*

### **What are the Goals for the Mentoring Program and how can I contribute to meeting them?**

Anything worth doing is worth doing well and what we do matters. As previously stated, the Mission of IAWA's Mentoring Program extends beyond building the pipeline of future female leaders in the aviation industry and building diversity of thought in it. Our Vision for the Mentoring Program is to enhance engagement of IAWA's members who are leaders in the aviation industry and offer opportunities to improve their connection with other members within the aviation community.

Measuring success through Key Performance Indicators is currently focused on data that we receive through Qooper as well as survey conducted by the Mentoring Committee with participants. Among the Quantitative results provided by Qooper that we are tracking:

- **Number of Mentors and Mentees paired and completed the program. Currently 40 paired – no completions yet. Goal:** 100 in 18 months, increasing to 250 in the subsequent 12 months.
- **Number of online and in person meetings. Goal:** 1 meeting (either in person or via video/telephone) every six (6) weeks.
- **Number of goals established and then met. Goal:** At least one (1) goal to be established and achieved per Mentoring pair.
- **Location (countries) of Mentors and Mentees.** Current locations include: USA (22), Panama (3), France (3), England (3), the Netherlands (2), Australia (2), Belgium (1), Germany (1), UAE (1), Canada (1), and Brazil (1.) **Goal:** Double participants in each of the Non US countries and expand involvement in Africa, the Middle East, and Asia.
- **Number of Universities where Mentees attend school.** Currently participants from seven (7) of the nine (9) universities where IAWA maintains a scholarship program. **Goal:** 1) Engage Embry Riddle Aeronautical University and McGill University (in process.) 2) Develop outreach for a Historical Black College/University in the US and add aviation focused universities located in the USA, Canada, Europe, Latin America, the Middle East, Asia, and Australia that reflect diversity of thought and activity for the skills needed for the global aviation industry.
- **Segments of the Aviation Industry. Goal:** monitor the diversity of professions so that they reflect that of IAWA's membership and determine where opportunities exist to grow the IAWA community
- **Number of Group interactions. Goal:** Each program participant joins one group and reports at least six interactions during the 12-month program
- **Number of promotions earned by our Mentees and Mentors.** This is extended to Internships obtained from Mentees who attend university. To date, we report three Mentees who earned promotions and 1 Mentor obtained a promotion.
- **Growth in IAWA Membership because of involvement in the program. Goal:** At least 10.

Among the Qualitative results provided by the Mentoring Committee's interactions with the Mentors and Mentees:

- Did the goals established by Mentors provide the framework for the Mentees to grow in their career? If so, what contributed to it?
- Did the involvement by the Mentor lead to greater engagement in their work? If so, what contributed to it?
- Did the Mentoring pair relationship improve each other's understanding of the differing generational needs? If so, what knowledge did each party gain?

Results are monitored on a monthly basis and reported to the IAWA Board on a Quarterly basis through the reports made by IAWA's VP-Leader Development.