

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 six 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.

The use of Qooper commenced in 2021 through the support of FedEx and allowed IAWA to remove many of the hurdles that obstructed its ability to launch and administer a Mentoring Program. A pilot program of 20 mentoring pairs (limited only to IAWA Members who were Board and Advisory Board members serving as Mentors with Scholars and Apprentices serving as Mentees) resulted in opportunities for refining and expanding the program that saw four of its participants advance in their careers. As a result of the early successes and due to the support of the ISTAT Foundation, all IAWA Members were invited to enroll as Mentors following the Annual Conference in November 2022 with three Advocates enrolling as Mentors for Mentees who wanted to continue beyond their initial 12 months. To date, Two Mentors and Nine Mentees reported career advancements and an additional three (3) Mentees who are attending university received internships and reflects the dedication to career growth for those involved in the Mentoring Program.

It is the intention of IAWA to listen to the needs of its members and never rest on past successes as we look to realize our vision of the Mentoring Program. Due to the success of the second year of the program, IAWA will be further incorporating all Advocates who want to participate in the program in 2023. Separately, we are launching a 6 month trial of our peer-to-peer mentoring program that not only links two

Members together, it offers a way to create long lasting impact by holding a monthly, interactive meeting with all participants with the ultimate goal on retaining the diverse talent within the industry.

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 (both women AND men) 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.

IAWA included three Advocates as Mentors in 2023 and everyone was incredibly excited to see their engagement and how they not just mentoring, they are also creating a framework of sponsorship for their mentees. As a result, we encourage our Advocates to join and our Mentees to request them.

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?

At this time, Mentees MUST be IAWA Members who are Scholars and Apprentices – all of whom are passionate about the aviation industry; want to develop their leadership skills; request guidance on achieving realistic career goals, and support diversity of thought in the aviation industry. If you would like to become a Mentee are not an IAWA Member, please review the requirements of Scholars and Apprentices at [IAWA’s website](#).

Can I become both a Mentor and a Mentee?

At this time, the answer is no. We are currently piloting a peer-to-peer mentoring program that is tailored specifically for IAWA Members who are seeing a Mentor. We will keep you informed on opportunities to participate in this program. For now, we encourage you to select one role upon enrollment in our program through the platform based upon your current category of IAWA Membership.

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.

All Mentoring Pairs are separately REQUIRED to meet with either the Mentoring Committee Chair of VP Leader Development for a 2:1 zoom call where one of the two members of the Mentoring Pair must be prepared to walk through the Qooper platform. Best practices of the program and Q&A will also occur that you are set up for success.

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.

Additionally due to the success of IAWA's Career Growth activities, we added several of our webinars, podcasts, and book reviews to our Qooper Library that Mentors and Mentees can share and use to facilitate learning and achievement of their goals.

➔ **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 schedule 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 every other 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:

Diversity of the Program:

- **Location (countries) of Mentors and Mentees.** No Goal, but we monitor the global diversity of the mentoring members, which currently stands at 28: (by birth and location where they currently reside) USA, Australia, Bangladesh, Brazil, Canada, Cuba, Eritrea, Ethiopia, France, Germany, India,

Italy, Jamaica, Jordan, New Zealand, Mexico, the Netherlands, Panama, Poland, Portugal, Romania, South Africa, Spain, Switzerland, Tanzania, UAE, UK, Venezuela

- **Segments of the Aviation Industry:** Legal, Business Aviation, OEM, Airline, Cargo, Military, Insurance, Finance, MRO, and other Service Providers (nongovernmental agencies)
- **University Students:** Currently five full-time (not attending college part-time while working) are participating in the program. When increased to part-time university studies, the number increases to 11 of the 41 Active Mentees.
- **Number of Advocates:** Currently 3 of the 38 Active Mentors

Activity of the Program:

- **Number of Mentors and Mentees paired and completed the program.** Goal: 100 in 18 months, increasing to 150 in the subsequent 12 months. To date, 93 participants have enrolled in the program with 10 new requests to join the program under review as of 4/16/2023. 16 Mentees have completed their 12-month program with five extending for an additional 12 months with other Mentors.
- **Number of online and in person meetings.** Goal: 1 meeting (either in person or via video/telephone) every eight (8) weeks. Since opening the program to the entire membership in December 2023, the number of completed meetings increased from 30 to 102 across the past three months.
- **Number of goals established and then met.** Goal: At least one goal to be established and achieved per Mentoring pair. To date 40 goals have been established and 10 have been realized.
- **Number of promotions earned by our Mentees and Mentors.** This includes Internships obtained from Mentees who attend university. To date, we report 12 Mentees who earned promotions or internships and 2 Mentors who obtained a promotion/new job.
- **Retention of Mentors as IAWA Members:** This is a new metric and to date all Mentors are IAWA Members, with only two not renewing their membership in the second year of the program due to career changes.

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

- Did the 2:1 interactive onboarding process facilitate understanding of the program and how to use the Qopper platform?
- Did the goals established 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?
- Did the Mentoring Pair find additional value in being an IAWA Member? What other resources are needed?

To date, IAWA has received a perfect Net Promotor Score on all areas evaluated and two of our Mentors have received 5 out of 5 stars by their Mentees.

Results are monitored on a monthly basis and reported to the IAWA Board and all parties participating in the Mentoring Program.