

Mentoring Handbook

Version 1.0.1

Edited and adapted for the PMI Belgium Chapter
Professional Development / Mentoring Program



Table of Contents

INTRODUCTION	1
Background	1
Purpose of the program	1
Out of scope	1
PMI Belgium Chapter Mentoring Program Goals	1
WHAT IS MENTORING?	2
What Mentoring is and isn't	3
Timeframe	3
Level of formality	3
Relative levels of experience	3
Benefits of Mentoring	4
THE MENTORING PROCESS	5
Stage 1: Initiate	5
Stage 2: Register	5
Stage 3: Match	5
What makes a suitable Mentor?	6
What makes a suitable Mentee?	6
Behaviors (applies to both)	6
Stage 4: Engage	7
Ongoing practice (shared):	7
Responsibilities of the Mentor	7
Responsibilities of the Mentee	7
Support from the Mentoring Team	7
Stage 5: Close	8
Responsibilities of the Mentor	8
Responsibilities of the Mentee	8
ADDITIONAL RESOURCES FOR MENTORING	9
Definitions of mentoring	9
More information on Mentoring	9
PMI Personal Development Units (PDUs)	9
Mentors	9
Mentees	10

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v1.0.0 — 2025-08-25: Approved public baseline for pilot cohort.

v0.9.0 — 2025-08-17: Draft submitted for approval.



Introduction

Background

PMI Belgium Chapter Mentoring Program develops project leadership through structured, one-to-one mentoring. Cohorts typically run for up to five months; current dates and application windows are posted on the program page. Mentee participation is open to PMI Belgium Chapter members in good standing. Mentors are invited practitioners—PMI members and selected external experts—who volunteer their time to give back. The program follows a kickoff–engage–close rhythm, aligns with PMI’s Code of Ethics and Professional Conduct, and observes applicable GDPR and PDU guidance.

Purpose of the program

PMI Belgium provides a free-to-members Mentoring Program with the following aims:

- Strengthen the project delivery skills of the mentee (methods, stakeholder engagement, risk, communication, leadership).
- Support career clarity and development (goal setting, planning next steps, navigating transitions).
- Build PM-specific power skills (influence, feedback, conflict management, adaptive communication).

Out of scope

The program does **not** include:

- Job placement or recruitment (e.g., referrals, internal advocacy for roles).
- Exam prep or formal certification training. Mentors may share perspectives and learning strategies, but mentoring does not replace ATP training, does not provide the PMP® 35 contact hours, and is not a tutoring service.

Our role is to match suitable mentors and mentees, provide onboarding/orientation, offer templates and resources (e.g., Mentoring Agreement, first-meeting checklist, confidentiality guidance), conduct regular check-ins, help resolve any mismatches, and provide guidance on PDU claiming, as well as offer light administrative support throughout the program.

PMI Belgium Chapter Mentoring Program Goals

- Contribute to member growth by accelerating confidence, clarity, and capability for PMI Belgium members.
- Strengthen PM practice: develop project, program, and portfolio management skills aligned with PMI standards and value delivery.
- Build networks & power skills: expand professional connections while improving communication, influencing, and collaboration.
- Develop future leaders: foster knowledge transfer and cultivate a pipeline of engaged volunteers and chapter leaders.
- Enhance chapter impact: provide a high-value member service with measurable outcomes (matches made, goals achieved, PDUs claimed, satisfaction).



What is Mentoring?

Mentoring is a goal-oriented, one-to-one partnership that accelerates professional growth through the exchange of experience, perspective, and encouragement. Recognized by PMI as a leadership competence and a powerful development tool, mentoring is built on mutual trust, respect, and confidentiality. The mentor acts as a guide—asking incisive questions, sharing lessons learned, and offering practical guidance—while the mentee owns the goals, agenda, and follow-through.

In today's complex project environment, mentoring helps practitioners turn challenges into opportunities: sharpening decision-making, strengthening stakeholder communication, integrating diverse viewpoints, and embracing change with confidence. At PMI Belgium, mentors are experienced project professionals who support mentees in developing project, program, and portfolio management capabilities, aligned to the needs the mentee states in the application.

Mentoring is **not** job placement, line management, or formal exam tutoring; rather, it is a structured space for reflection-to-action—clarifying objectives, exploring options, and committing to next steps that advance career growth and project delivery performance.



What Mentoring is and isn't

MENTORING SHOULD BE:

- An ongoing, trust-based relationship focused on learning and development.
- Guidance toward clearly defined goals—plus inspiration, challenge, and support.
- A mutual exchange of experiences, perspectives, and feedback that leads to agreed outcomes.
- Flexible in format (online/in-person) and cadence, and sometimes informal.
- A space to build confidence, broaden networks, and reflect on choices.

MENTORING SHOULDN'T BE:

- Performance management or a way to correct someone's behavior
- Directing or “telling” someone what to do to meet goals
- Being the expert with all the answers or doing the work for the mentee
- Therapy, counseling, or a place to address personal issues.
- Formal training, exam prep, or job placement/recruitment.

Timeframe

The mentoring program lasts **up to 5 months**, with pairs meeting at least once a month (more frequently if needed). If a mentee's objectives are achieved before the end date and there is no further scope for pursuit, the pair may close the engagement early; please inform the program team. Should both parties wish to continue collaborating after the official closing of the program, they are welcome to do so informally. However, any activity beyond that date falls outside the scope of the official program.

Level of formality

The mentor and mentee co-design how they work together. Some pairs prefer a light, on-demand rhythm for advice and support, while others opt for a more structured cadence with set meetings over a defined period. The PMI Belgium Chapter recommends agreeing on the relationship structure upfront—meeting frequency, channels, boundaries, goals, and confidentiality—and capturing it in the Mentoring Agreement. Review the agreement regularly (at least at mid-point) and adjust as needed. If the match isn't working, contact the program team for support.

Relative levels of experience

Mentor–mentee matching aims to ensure the Mentor has greater experience in the mentee's stated focus areas (e.g., industry, delivery approach, role transition). At the same time, we recognize that mentees may bring deeper expertise in specific tools, contexts, or emerging practices. These “reverse-mentoring” moments are welcome—mutual learning is part of a healthy partnership. This is an unpaid, volunteer role for both mentors and program staff. No fees are charged or paid, and the mentoring relationship must not be used for commercial solicitation or the provision of paid services.



Benefits of Mentoring

Mentoring creates value for both parties: mentees gain a trusted space to learn and grow, while mentors develop by giving back and refining their leadership skills.

Benefits for Mentors:

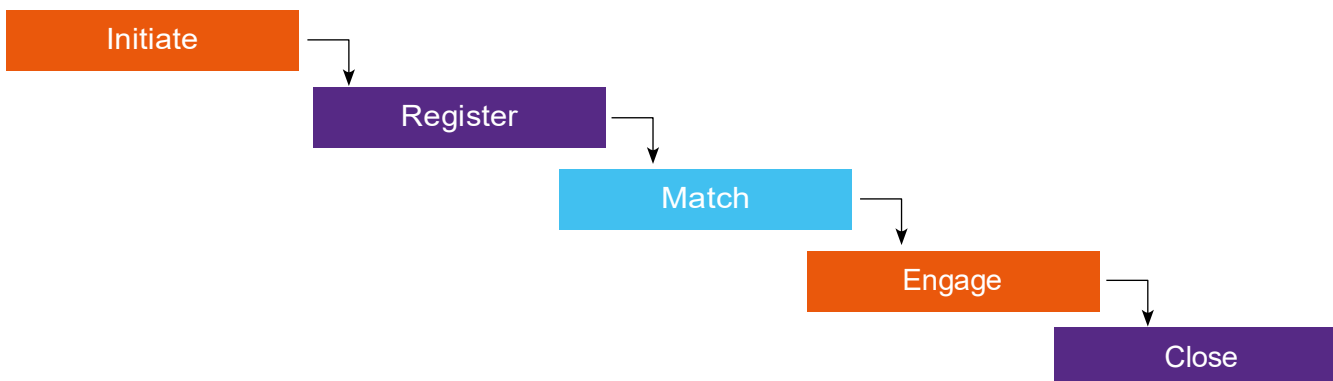
- **Give back with impact** – contribute to the profession by helping others succeed and strengthening the community.
- **Leadership & coaching** – practice interpersonal, communication, and feedback skills; become a more reflective practitioner.
- **Fresh thinking** – gain new insights and perspectives through reverse-mentoring moments and diverse mentee contexts.
- **Recognition & visibility** – your mentor profile and contributions may be highlighted on chapter channels.
- **Networking** – connect with peers and emerging talent across industries.
- **PDUs (Giving Back)** – claim PDUs for mentoring, in line with PMI policy.

Benefits for Mentees:

- **Practical skills development** – learn from seasoned PMs and apply tools/techniques to real challenges.
- **Objective sounding board** – a confidential, impartial space for problem-solving and career decisions.
- **Career clarity & momentum** – set SMART goals, refine your professional brand, and plan next steps.
- **Broadened network** – access the chapter community and industry connections.
- **Confidence & perspective** – build resilience and navigate complex situations more effectively.
- **Accountability & progress** – regular check-ins that keep you focused and moving.
- **PDUs (Education)** – earn PDUs for being mentored in line with PMI policy.

The Mentoring Process

Our program moves through five simple stages. For 2025, there was **no live information session**; all essential information is available on the program page and in the Handbook. (Info sessions return for the March–August 2026 cohort.)



Stage 1: Initiate

We recommend that interested mentors and mentees review the program page, FAQ, Mentoring Handbook, and Mentoring Code of Conduct to build a shared understanding of expectations, commitments, PDUs, and timelines. Each party should prepare a concise statement of goals to enable thoughtful matching and a productive first conversation.

Stage 2: Register

Complete the online application (mentors: closed for 2025; mentees: open). The form captures background information, interests, availability, and objectives, and includes a GDPR consent declaration, as well as a confirmation that the Handbook and Code of Conduct have been read.

For mentors only: upon nomination, a professional headshot (JPG/PNG, 300×300 square, centered head-and-shoulders—ideally the same as the LinkedIn photo) and a short DOCX bio (120–180 words) focused on mentoring value (not a CV/résumé; brand-neutral) will be requested for publication on the program page. By sending these materials, mentors consent to PMI Belgium using them on the mentoring webpage and related chapter channels; updates can be requested at any time via mentoring@pmi-belgium.be.

If the application form does not provide space to fully articulate goals or skills, both mentors and mentees are encouraged to email supplementary information to mentoring@pmi-belgium.be. Applications are reviewed on a rolling basis.

Stage 3: Match

For this cohort, matching is completed by the program team (no live matchmaking session). Pairings are based on the mentee's goals, the mentor's capabilities, stated preferences, industry context, and availability. Best efforts are made to honor top preferences; however, first choices cannot be guaranteed. Matches are communicated before the Kickoff. If, after the first one or two conversations, either party feels the fit isn't right or a conflict arises, the program team will seek an alternative pairing, subject to capacity. Where a re-match isn't available, the party may be placed on a shortlist for the next intake.

What makes a suitable Mentor?

The Mentor's role is to provide support and guidance to Mentees, offering them development opportunities based on agreed-upon objectives. A suitable mentor:

- Membership: PMI Belgium Chapter member in good standing.
- Experience: Typically, 10+ years in project/program/portfolio management (a minimum of 7+ years is acceptable); prior mentoring/coaching experience is desirable.
- Participation: completes program onboarding/orientation and engages with the chapter's mentoring community sessions when offered.
- Approach: supports goal setting, asks powerful questions, shares relevant experience; does not manage the mentee's work or provide paid services.
- Commitment: meets at least monthly for the program duration; reliable and punctual.
- Professionalism: inclusive, respectful communication; maintains healthy boundaries; upholds confidentiality.
- Compliance: signs the Confidentiality Agreement and Conflict of Interest declaration; follows the PMI Code of Ethics and the PMI Belgium Mentoring Code of Conduct.
- Volunteer role: unpaid and non-commercial.

What makes a suitable Mentee?

The Mentee's role is to ensure that the scheme is used as an opportunity for personal development, based on agreed objectives. The most suitable Mentor required to achieve that goal is not necessarily someone more senior. A suitable mentee:

- Membership: PMI Belgium Chapter member in good standing.
- Readiness: typically, 2+ years of experience in (or transition into) project work; motivated to use mentoring for personal development against agreed objectives.
- Clear goals: articulate specific, realistic development goals (skills, role transition, leadership, certification strategy, etc.) that guide matching and sessions.
- Participation: completes program onboarding/orientation and engages with community learning/networking opportunities where offered.
- Ownership: prepares agendas, captures actions, follows through; respects the mentor's time and boundaries.
- Confidentiality & conduct maintains confidentiality and adheres to the PMI Code of Ethics and the PMI Belgium Mentoring Code of Conduct.
- Note: The "best" mentor is not always the most senior; fit is based on goals, context, and style.

Behaviors (applies to both)

- Ethics & respect: Responsibility, Respect, Fairness, Honesty; inclusive, non-discriminatory behaviour; no harassment or undue pressure.
- Confidentiality & data: protect sensitive information; comply with GDPR and program privacy notices; do not record sessions without explicit consent.
- Boundaries: keep the relationship developmental and non-commercial.
- Conflicts & escalation: Disclose conflicts of interest and raise concerns early to the program team for support or re-matching if needed.

Stage 4: Engage

Each cohort opens with a kickoff session (virtual or in-person) to orient participants and introduce mentor–mentee pairs. During or immediately after kickoff, the pair co-creates the relationship by aligning SMART goals and success criteria, agreeing on a meeting cadence (at least monthly, as per program policy), choosing collaboration channels, confirming boundaries and confidentiality, and signing the Mentoring Agreement. The chapter provides practical resources (tips, templates, and a first-meeting checklist). A mid-program check-in allows for light course corrections where necessary.

Ongoing practice (shared):

The mentor and mentee meet regularly and refine goals as needed. Progress and satisfaction are reviewed periodically and captured via the program’s mid-point and close-out surveys (the program collects no session notes). If the relationship is paused for an extended period or issues arise, the program team should be notified.

Responsibilities of the Mentor

The mentor should:

- Provide constructive guidance and feedback; help the mentee reflect, prioritize, and commit to next steps.
- Confirm with the program team that the relationship remains active and share brief feedback to improve the program (mid-program and end).
- Alert the mentee and the program team promptly if the relationship encounters difficulties or a rematch may be needed.
- To claim PDUs, it is important that you record the key information about the session (date, duration, focus).

Responsibilities of the Mentee

The mentee should:

- Propose and send meeting invitations (booking in advance where useful), referencing the agreed agenda and any actions from the prior session.
- Attend as agreed upon, come prepared with your priorities, and participate actively.
- Summarize key learnings and agreed actions after each session; maintain personal objectives and track progress.
- Confirm with the program team that the relationship remains active and share brief feedback to improve the program (mid-program and end).
- Alert the mentor and program team promptly if challenges arise or a rematch is needed.
- To claim PDUs, it is important that you record the key information about the session (date, duration, focus).

Throughout the mentoring period, the chapter may host community touchpoints (e.g., networking circles or topical learning sessions) to strengthen connections and share good practice.

Support from the Mentoring Team

Most pairs will self-manage. If support is needed (stalling cadence, scope drift, mismatch, or any other concern), the program team is available to provide guidance, mediation, or rematching where feasible: **mentoring@pmi-belgium.be**

Stage 5: Close

Whether the relationship lasts a month or a year, there will come a time when it no longer delivers the value that was needed. If both agree that the relationship has reached its natural conclusion, there are some actions to help you in the future.

Ideally, the goals of the Mentee and Mentor have been achieved. In all cases, a final formal evaluation should be completed, including lessons learned, and sent to the Mentoring team.

Responsibilities of the Mentor

- Confirm closure and boundaries. Agree on the end date and whether any contact will continue informally outside the program. If continuing, set clear expectations (scope, cadence, boundaries).
- Review outcomes. Facilitate a final discussion on goals achieved, lessons learned, and any remaining actions the mentee will own.
- Offer concise feedback. Provide a brief strengths-based note with suggestions for future development (not a performance appraisal).
- Complete admin. Submit the end-of-program survey; record eligible Giving Back PDUs; keep any session notes privately (logs are not sent to the chapter).
- Update availability. Inform the program team that the relationship has concluded and indicate areas of availability and interest for future cohorts.
- Escalate concerns if needed. Discreetly alert the program team of any issues related to conduct, safeguarding, or conflict of interest.

Responsibilities of the Mentee

- Summarize achievements. Share a short recap of progress against goals, key takeaways, and next-step commitments.
- Acknowledge and learn. Thank the mentor and request feedback with an open mind.
- Complete admin. Submit the end-of-program survey; claim eligible Education PDUs per PMI policy; retain private notes for personal use.
- Decide on continuity. If both parties wish to continue informally after the program ends, they should agree on the scope and cadence; note that any ongoing activity is outside the scope of the program.
- Respect confidentiality. Continue to protect any sensitive information; return or delete materials if requested.
- Update profile. Inform the program team of future interests or re-match preferences.

Additional Resources for Mentoring

Definitions of mentoring

"Mentoring is to support and encourage people to manage their own learning so that they may maximize their potential, develop their skills, improve their performance, and become the person they want to be." Eric Parsloe, the Oxford School of Coaching & Mentoring

"The People Capability Maturity Model defines it as 'The process of using experienced members of the organization to provide personal support and guidance to less experienced members of the staff' (Curtis, Hefley & Miller 1995, p. 17)" (Levin, 2011)

More information on Mentoring

- Accompanying, Sowing, Catalyzing, Showing, Harvesting. Aubrey, Bob, and Cohen, Paul (1995). Working Wisdom: Timeless Skills and Vanguard Strategies for Learning Organizations. Jossey-Bass. pp. 23, 44-47, 96-97.
- [Become the Mentor You Wish You Had](#)
- [Virtual Mentoring Guidelines for Leaders and Professionals](#)

PMI Personal Development Units (PDUs)

Mentors

Mentors may claim PDUs in line with their PMI credential(s). Please refer to the latest [Continuing Certification Requirements \(CCR\) Handbook](#) and submit claims via **CCRS** (pmi.org).

- Category & rate: Mentoring counts as Giving Back → Share Knowledge (mentoring) at 1 PDU per hour of uncompensated mentoring.
- Giving Back caps (per 3-year cycle):
 - PMP / PgMP / PfMP / PMI-PBA: up to 25 PDUs total in Giving Back
 - PMI-ACP / PMI-RMP / PMI-SP: up to 12 PDUs total in Giving Back
- Recordkeeping: Keep a simple log (date, duration, mentee initials, topic/outcome).
- Audit support: If audited, the chapter can issue a participation letter—contact **mentoring@pmi-belgium.be**.

Program expectation (time commitment):

Each cohort will publish recommended 1:1 contact hours in the kickoff pack. As a baseline, pairs meet at least monthly, and only direct mentor–mentee sessions count toward mentoring hours (general kickoffs/networking/webinars do not). Pairs may exceed the guidance if mutually beneficial. Mentors should consult the CCR Handbook to determine eligibility and retain evidence for potential audits.

Mentees

Mentees may claim **Education PDUs** under **Informal Learning** (structured discussions with a mentor) at a rate of **1 PDU per hour** of eligible learning. (*PMI CCR Handbook, 2022, “Informal Learning,” p. 11.*)

- Recordkeeping: Note date, duration, topic, key takeaways; map learning to the PMI Talent Triangle (Ways of Working, Power Skills, Business Acumen) where possible.
- Audit support: Please provide your notes/dates if audited; the chapter can confirm participation—<mailto:mentoring@pmi-belgium.be>.

Note: Education PDUs are separate from Giving Back and must satisfy Talent Triangle minimums for each certification.

Support from the Mentoring Team

Still interested in being a Mentor or Mentee? Write notes to reflect what you now know about your mentoring goals and contact us as you boldly go to your next mentoring engagement!



Project
Management
Institute.
Belgium

If you have any questions, comments, or would like more information, please contact:
mentoring@pmi-belgium.be

For Frequently Asked Questions and information about PDUs, please refer to our website:
<https://pmi-belgium.be/mentoring>