

Mentoring Handbook 2026



Project
Management
Institute.
New Zealand

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Introduction

This handbook provides essential information for volunteers participating in the PMINZ Mentoring Programme, covering mentoring principles, processes, and expectations.

PMI New Zealand

The Project Management Institute of New Zealand (PMINZ) is a chapter of the global Project Management Institute (PMI), serving over 810,000 members across 280+ countries. Established in 1969, PMI leads the project management profession through advocacy, standards, research, and professional development.

PMINZ received its charter on March 12, 1994, and has grown to become one of the largest PMI chapters outside North America, regularly receiving international PMI awards.

The Mission of PMINZ

PMINZ operates a vibrant Chapter advancing project management excellence for our members and the profession in New Zealand.

Visit: www.pmi.org.nz Our Constitution can be [found here](#).

Background

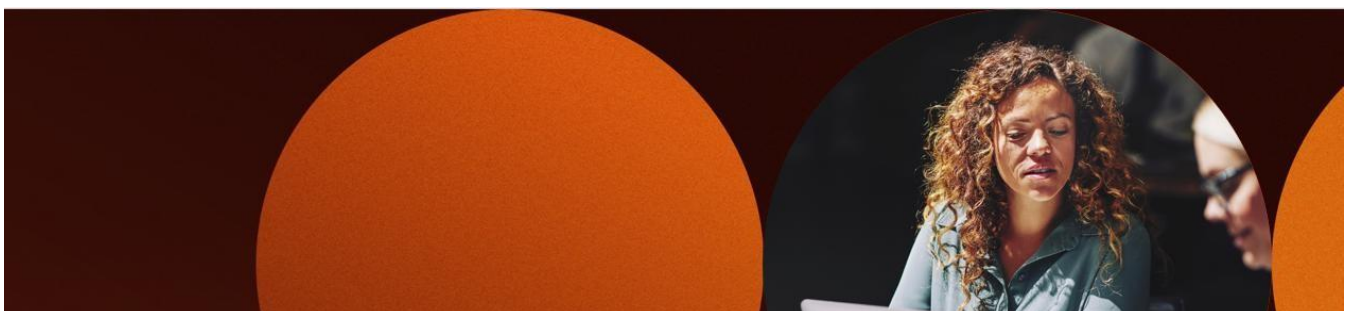
Originally introduced by Caroline Donovan in 2009, the programme was restarted in 2025 with full PMINZ Board support.

Mission Statement

Developing people for the future of the project management profession.

Goals

- Provide one-on-one relationships for developing project management skills
- Create opportunities for members to build professional networks
- Contribute to individual growth for both mentors and mentees
- Enhance PMINZ's reputation through valuable member services



Outcomes and Success Measures

- Total number of mentors and mentees
- Number of successful pairings lasting over six months
- Achieving mentee goals
- Satisfaction ratings from end-of-relationship surveys
- Programme sustainability assessment

Constant Improvement

As with all things, continuous improvement is encouraged – and we warmly invite participants to share their feedback on how the PMINZ mentoring programme can be enhanced. PMINZ introduced the Mentorink software system to enhance support for Mentoring Programme from early 2026.

Key Aspects

Key aspects of this Programme are:

- A Matched mentoring pair considering each person's goals
- Duration is between six and nine months
- Goal and action-oriented approach
- Both personal and professional development
- Mentee-driven agenda for desired outcomes

What is Mentoring?

Mentoring is a trusted relationship where an experienced professional (mentor) guides a less experienced individual (mentee) to develop their skills and advance their career. This flexible, often informal interaction fosters learning, mutual respect, and personal growth through tailored advice and support.

Mentoring is Not ...

- Finding jobs for mentees
- Providing certification training
- Coaching (which is more prescriptive and focused)
- Doing the mentee's work
- Correcting behaviors or directing actions
- Being the expert with all answers
- Addressing personal issues



Benefits for Mentees

- Career guidance in a supportive environment
- Access to experienced wisdom and perspectives
- Trusted partnership for working through challenges
- Expanded professional network
- Improved project management and soft skills
- Increased confidence and goal-setting abilities
- Enhanced creative thinking
- Professional Development Units (PDUs)

Benefits for Mentors

- Opportunity to give back to the profession
- Learning through reverse mentoring
- Expanded professional network
- Enhanced personal effectiveness
- Self-reflection and personal growth
- Stronger relationships and creative thinking
- Satisfaction from contributing to others' success
- PDUs for professional development

Key to Effective Mentoring

Building Trust

- Maintain openness, honesty, and empathy
- Ensure confidentiality
- Provide safe mentoring environments
- Meet regularly (fortnightly recommended)
- Give constructive feedback
- Encourage independence

Respect and Credibility

- Leverage PMI professional credentials
- Make positive first impressions
- Listen actively and stay positively focused
- Demonstrate professional competence Communication
- Respect different communication styles
- Ask questions to gather information
- Practice active listening
- Respond with engagement and understanding

Relationship Management

- Set clear expectations together
- Agree on meeting frequency and methods
- Establish protocols for changes/delays

- Define objectives and create action plans
- Track progress systematically

Motivation and Goal Setting

- Identify personal and professional drivers
- Write down tangible goals
- Focus on learning and competence development
- Maintain passion and commitment
- Create actionable plans

Leadership and Reflection

- Provide vision and direction
- Encourage and motivate action
- Document mentoring sessions
- Reflect on the mentoring journey regularly



The Process

1. On [Mentorink](#): Account creation and sign up.
2. Application form completed.
3. Programme approval.
4. Matching process - you will be notified by the system.
5. Match proposal and acceptance.
6. Signed agreement between mentor and mentee.
7. Mentoring journey.
8. Completion and feedback review.

Alternatively, an online form (classical) based application process for mentors or mentees may be submitted. The application form links are listed in the resources section. We host mentoring in both the digital, cloud-based system (Mentorink) and classical method.

We hold regular training sessions for both mentors and mentees, you will be invited to attend this virtual training.

Eligibility and fees

Eligibility and Fees

- Mentees: PMINZ members participate free; non-members pay a \$300 fee
- Mentors: Must be PMINZ members; no fees apply

Meeting Format

- Face-to-face, phone, or video conferencing
- Expected duration: 6-9 months (adjustable)
- Regular contact between formal meetings

Initial Meeting

When you have been approved and matched you can use the software to start your meetings.

Using Mentorink click on Meetings & Tools: Message your partner, propose times, and (for online) start video calls via 'Join'. You can look and prepare for the meeting with some existing notes and content

Use Tasks to set/track goals and Notes for reflections.

Completing Meetings and Feedback: After each meeting, click 'Complete' to submit feedback and schedule the next. Your feedback contributes to a visible Success Score. Unscheduled meetings can be recorded via 'Log'.

Activity Summary and Sharing: View your Dashboard activity to see your goals and progress.

Note that:

- The mentor leads the initial meeting and establishes rapport
- Both parties sign the Mentoring Agreement
- You both set expectations and ground rules

Regular Sessions

- Schedule consistent meetings
- Complete meeting records after each session
- Track progress against goals
- Maintain professional boundaries

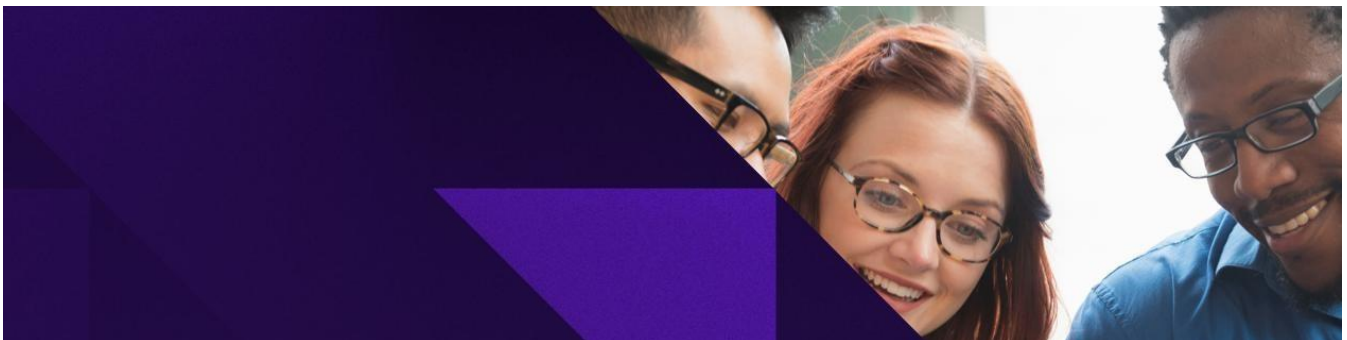
Closure

- Formal relationship conclusion
- Assessment of goal achievement
- Optional continuation of informal relationship
- Final feedback to programme managers
- Complete the Wrap Up documents in Mentorink, Resources

Support and Problem Resolution

Issue Resolution Process

1. Direct Discussion: Participants address issues honestly together.
2. Escalation: Contact PMINZ Mentoring Lead if unresolved.
3. Board Level: Serious issues escalated to PMINZ Board.



Matching

Matching is done by Admin-Lead method.

The Team

The PMINZ Volunteer team consists of a Mentoring lead, Program administrator, System admin, Engagement and publicity officer.

Contact

PMINZ Mentoring team can be reached through mentoring@pmi.nz

Ian Patterson and the Mentoring Team.

Terms and Conditions

- Confidentiality: All mentoring session information remains confidential.
- Voluntary Programme: No legal recourse accepted by PMINZ; disciplinary action possible for code violations.
- One Mentor Rule: Each mentee limited to one PMINZ mentor.
- Scope Limitations: Mentors provide guidance, not job placement, certification training, or work completion.
- Membership Requirement: Programme is free to PMINZ members and partner organisation members. Non-members pay \$300 per mentor relationship

Ethics and Professional Standards

All participants must adhere to the PMI Code of Ethics and Professional Conduct throughout the mentoring period.

PMI Ethics Guidelines: <https://www.pmi.org/about/ethics/guidelines>

Useful Resources

General Mentoring Resources:

- [Mentoring tips and hints](#)
- [Mentorink User Manual](#)
- [Mentoring Agreement](#)
- [Mentoring Wrap Up Form](#)

Application Forms: ONLY USE THESE IF you are not registering with Mentorink: [For Classical mentoring program]

- Mentees: <https://forms.office.com/r/wmSG51hSgp>
- Mentors: <https://forms.office.com/r/7VFPEtc5hi>

Frequently Asked Questions

Q: What is the PMINZ Mentoring Programme?

A: It is a volunteer-based programme where experienced project management professionals (mentors) support mentees in developing skills, confidence, and professional capability.

Q: Who can join the programme?

A: Mentees must be PMINZ members (or pay a fee if not members). Mentors must be PMINZ members. There is no fee for mentors.

Q: How are mentoring pairs matched?

A: Matches are based on application information, experience, industry, goals, preferred meeting frequency, location, and compatibility using an admin-led matching model in Mentorink.

Q: What happens after I am matched?

A: First both Mentors and mentee will be notified through the system generated email about the match. Then mentor makes initial contact, schedules the first meeting, and both mentor and mentee agree on expectations and sign the mentoring agreement.

Q: How often should we meet?

A: Regular sessions are expected, typically fortnightly or at a frequency agreed by both participants.

Q: Is the programme confidential?

A: Yes. All mentoring discussions remain confidential between the mentor and mentee.

Q: What if the mentoring relationship is not working?

A: First discuss the issue directly. If unresolved, contact the PMINZ Mentoring Co lead on mentoring@pmi.nz. Serious cases may be escalated to the PMINZ Board.

Q: Do mentors or mentees earn PDUs?

A: Yes. Participation may contribute to earning Professional Development Units (PDUs).

Q: Are there formal requirements for the programme?

A: Yes. Participants complete meeting records, track goals, maintain professional boundaries, and adhere to the PMI Code of Ethics.

Q: Can the mentoring relationship continue informally after completion?

A: Yes. After the formal closure, participants may choose to continue informally if mutually agreed.

Q: Who do I contact for help?

A: The National Mentoring Lead (mentoring@pmi.nz) should be contacted for concerns, guidance, or escalation.

Q: Can I participate in Mentoring in the traditional format without registering to the Mentorink system?

A: Yes. However, the number of mentors available outside the Mentorink system is limited. If you prefer this option, you can email your details to mentoring@pmi.nz

