CITP Mentoring Program Guidelines
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Dear Protégé Candidate:

As chair of the CITP Credential Committee, I have had the privilege to work with and get to know so many other CPA technology professionals around the country and globe. It is this exposure to networking and sharing information between my peers that allows me to continue to grow professionally. Therefore, I am very pleased that one of the CITP Credential Committee’s key initiatives has been to launch the CITP Mentor Program.

The program’s purpose is to help new and potential CITPs grow professionally by developing relationships with more experienced CITPs willing to give some of their time back to the profession. It is an excellent program for CPAs looking to enter the information management and technology assurance arena as well as CITPs who have been practicing for a few years and need some guidance for growing and expanding their practices.

The CITP Credential Committee is committed to having a strong community of CITPs with the tools and resources needed to be successful. The CITP Mentor Program is a valuable resource that can make a significant difference in your professional career. Therefore, we encourage you to sign up and actively participate today.

Best regards,

Kevin Martin, CPA/CITP
Chair, CITP Credential Committee
MENTORING GUIDELINES

The definition of a mentor is a trusted counselor or guide. A mentor has the ability to lead, inspire and motivate his or her protégé by expanding his or her awareness, insight and perspective. Mentors are a powerful force for developing successful professionals. Scholars and business leaders agree that every successful person needs a mentor. Mentoring takes many forms, including the following:

- Traditional one-on-one mentoring, either in a peer relationship or a senior-to-junior relationship
- Network or group mentoring
- Radical mentoring, which is short-term and skill-focused
- Formal or informal mentoring

Program Objectives

The goal of the CITP Mentor Program is to provide a way for AICPA members to learn about the information management and technology assurance profession, develop their professional skills and better serve their employers and clients through the help of other more experienced and accomplished CITP professionals.

The CITP Mentor Program targets two populations of protégés: (1) potential CITP candidates and (2) new CITP credential holders

- **Potential CITP candidates** — These individuals will be introduced to the AICPA’s Information Management and Technology (IMTA) Section and the CITP credential that the AICPA offers. The focus of the mentoring program will be to assist potential candidates to the benefits of the section and CITP credential. The candidate will gain an understanding of how the CITP credential and IMTA Section will foster the development of IT skills in addition to their accounting and auditing skills.

- **New CITP credential holders** — After obtaining the CITP designation, the CITP Mentor Program will focus on the CITP’s IT development in their current day-to-day practice. The new CITP will identify areas of IT interest they would like to pursue and will be matched with a CITP Mentor possessing similar areas of interest. The mentor will provide guidance on how the new CITP can implement their IT skills into their current position. The mentor can be a resource in helping them identify resources, contacts and best practices they have learned in their IT journey.

How the Mentor Program Works

The CITP Mentor Task Force carefully matches mentors and their protégés based on the areas of interest indicated on the protégé application. The task force will contact each program participant and provide them with the profile of their prospective mentor/protégé. Protégés will make the initial contact with the mentor. Mentors and protégés will plan to meet, at a minimum, once a quarter for a one-hour conference call. More frequent brief meetings may take place depending upon individual preferences, goals and by agreement of the mentor and protégé.

Topics for Discussion

Mentors and protégés will discuss ways to improve professionally. Some common subjects for conversation with CITP candidate protégés include:

- Guidance/recommendation on resources
- Preparation for the CITP Examination
- Gaining relevant information management and technology assurance-related experience
- Gaining knowledge of the resources the AICPA to the CPA technology professional provide
Some common subjects for a conversation with new CITP credential holder protégés include:

- Practice development and ways to improve client relations
- Employee/employer relations
- Management practices
- Contacts and referrals
- Goals and progress toward goals
- Continuing education recommendations
- Networking

The following guidelines will:

- Detail the roles and responsibilities of the mentor and protégé
- Provide tips for a successful mentoring partnership
- Provide sample forms for periodic evaluations:

**Appendix A: Six-Month Review** and **12-Month Review**
I. ROLES AND RESPONSIBILITIES

A. Mentor

A mentor provides guidance and recommendations to help the protégé develop his or her professional skills. A mentor also asks the tough questions, communicates the unwritten rules of how the industry works and assimilates the protégé into the information management and technology assurance space.

Qualifications

A mentor must have the following qualifications:

- AICPA member and active CITP credential holder
- Held the CITP credential for a minimum of three (3) years
- Credibility with colleagues and peers
- The respect of peers and other professionals
- Expertise in his or her field of knowledge
- A desire to help the protégé
- A willingness to commit time and energy to the relationship
- Ability to help the protégé set and attain goals

Responsibilities

Typical mentor responsibilities include, but are not limited to:

- Acting as a resource for information about the profession
- Helping the protégé develop new/improved capabilities in terms of skills and knowledge in order to reach important goals
- Establishing trust with the protégé and maintaining confidentiality
- Listening actively
- Identifying informative information management and technology assurance reference books and continuing education, including resources the AICPA to IMTA professionals provide
- Challenging the protégé to think and analyze options
- Sharing unique professional experiences
- Helping the protégé identify specific goals
- Serving as a sounding board for ideas
- Providing career guidance
- Providing vision and insight
- Offering support, advice and counsel
- Providing encouragement for building self-confidence and stronger self-esteem
- Serving as a solid role model
- Offering constructive and meaningful feedback and critical analysis

Benefits

For mentors, the rewards of mentoring are:

- The personal satisfaction of giving back to the CITP community
- A legacy of personal knowledge, insight and experience
- Professional enhancement, higher visibility and prestige
- Expansion of professional network
B. Protégé

The CITP Mentor Program is designed primarily for the benefit of the protégé. Therefore, the protégé will assume the majority of the responsibility for the quality of outcomes in a mentoring partnership. A protégé seeks constructive feedback as well as encouragement, and has a strong commitment to professional growth and the ambition to succeed.

Qualifications

A protégé must have the following qualifications:

• AICPA membership
• Desire for professional growth in the area of information management and technology assurance
• Ambition to succeed
• Both intelligence and common sense
• Strong commitment to goals and personal responsibility
• Ability to listen and follow through with directions

Responsibilities

It will be the protégé’s responsibility to:

• Make the initial contact with the mentor
• Schedule and initiate the quarterly phone meetings
• Establish the meeting agenda and send it to the mentor prior to regular meetings
• Maintain confidentiality at all times
• Respect the mentor’s time

In addition to the required procedures above, a protégé must:

• Be receptive to feedback and coaching
• Assess his or her individual needs

• Openly share success and failures
• Take advantage of opportunities the mentor presents
• Follow through on commitments and goals set during the mentoring sessions
• Admit and take responsibility for mistakes
• Have a personal vision, specific goals and a good grasp of his/her own reality
• Have confidence to tactfully and respectfully disagree with his/her mentor when necessary
• Actively participate in the mentoring relationship
• Develop and use the skills of the profession

Benefits

For protégés, the rewards of being mentored are:

• Assistance in defining career goals, strategies and options
• Help in building confidence to grow beyond the usual expectations
• Personalized education geared toward specific needs
• A sounding board for ideas and approaches
• Referrals to experts with specialized industry knowledge
• Knowledge of continuing education programs
• Recommendations for helpful information management and technology assurance articles and texts
• Knowledge of the pathway to the CITP credential
• Familiarity with the CITP Body of Knowledge
II. ESTABLISHING THE RELATIONSHIP

A. Mentor
To prepare for your first meeting, you should:

- Summarize your goals and expectations for the mentoring partnership
- Review your protégé’s profile and work experience
- Review additional protégé questions, if applicable
- Address logistics of quarterly meetings (i.e., How should we work together?)
- Will we stay in touch between meetings, and how?

Next, interview your protégé. In preparation for that first one-on-one meeting, review the interview questions below. Use these questions as a guideline to help you begin to get to know your protégé personally and professionally:

- What is important to you?
- What is your background and information management and technology assurance-related experience?
- Which area(s) have you practiced the most? (e.g., IT risk, IT assurance, data management, security and privacy, SOC, business solutions and business intelligence)
- What areas of information management and technology assurance would you like to develop?
- What skills do you have with which you are confident?
- Which skills do you desire to develop?
- How do you use these skills on the job?
- How can I help you develop these skills?
- Which information management and technology assurance related accounting courses have you taken, or plan to take?
- Which information management and technology assurance accounting texts do you refer to most?
- What attracted you to this program?
- Six months from now, how would you like to have grown as a result of this mentoring relationship?
- What one thing can I do to ensure a positive experience for you in this relationship?
- What should I expect from you in this mentoring partnership?

B. Protégé
To prepare for your first meeting, you should:

- Prepare an updated résumé and or a detailed summary of your work experience
- Summarize your personal and professional goals
- Identify your goals and expectation of the mentoring relationship
- Prepare a personal SWOT (strengths, weaknesses, opportunities and threats) analysis to help you and the mentor determine on which areas to focus
- Identify questions you have about the CITP or common CITP practice areas
- Be familiar with the resources available at aicpa.org/IMTA as they can assist with topics of discussion
MENTORING AGREEMENT FORM

We are voluntarily entering into a mentoring partnership, which we expect to benefit both the mentor and protégé. We want this to be a productive and rewarding experience, with most of our time together spent in open, candid discussions. To minimize the possibility of confusion in our mentoring relationship, we have agreed to the following:

Duration of the mentoring partnership (recommended minimum is 12 months)
__________________________________________________________________________________________

Frequency of the meetings____________________________________________________________________
__________________________________________________________________________________________

Approximate amount of time to be invested by the mentor ________________________________

Estimated ending date of partnership _________________________________________________

Specific role of the mentor (model, guide, observe and give feedback, recommend developmental activities, facilitate learning, suggest/provide resources, etc.)
__________________________________________________________________________________________
__________________________________________________________________________________________

Objectives and additional points________________________________________________________________
__________________________________________________________________________________________

The skill areas to be the focus of the current development period are noted on the individual development plan maintained by the protégé.

We agree to a no-fault conclusion of this partnership if, for any reason, it seems appropriate.

______________________________________  Mentor/Date ________________________________________

______________________________________  Protégé/Date ________________________________________

This form is an agreement between the mentor and the protégé. Information gathered as part of this program will not be shared outside of the AICPA and the CITP Credential Committee.
## APPENDIX A

### Six-Month Review

Protégé name ____________________________________________

On a scale of 1 to 5, with 5 indicating “strongly agree” and 1 indicating “strongly disagree,” please indicate your degree of satisfaction with the following aspects of your mentoring relationship:

<table>
<thead>
<tr>
<th>Rating 1–5</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Mentoring partnership is working well</td>
<td></td>
</tr>
<tr>
<td>Meetings are regular</td>
<td></td>
</tr>
<tr>
<td>Appropriate amount of time has been devoted to program</td>
<td></td>
</tr>
<tr>
<td>Personal and professional development issues have been established</td>
<td></td>
</tr>
<tr>
<td>Clear goals and objectives have been met</td>
<td></td>
</tr>
<tr>
<td>Trust and confidentiality have been established</td>
<td></td>
</tr>
<tr>
<td>☐ Mentor ☐ Protégé listens well and is responsive (indicate person being evaluated)</td>
<td></td>
</tr>
<tr>
<td>Progress has been observed over the past six months in areas chosen for development</td>
<td></td>
</tr>
<tr>
<td>Barriers encountered during mentoring process have been resolved</td>
<td></td>
</tr>
<tr>
<td>Topics to be discussed over the next six months have been defined</td>
<td></td>
</tr>
<tr>
<td>Program is meeting expectations</td>
<td></td>
</tr>
<tr>
<td>Mentoring relationship should continue</td>
<td></td>
</tr>
<tr>
<td>Additional comments:</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX B

12-Month Review

Protégé name ____________________________________________________________

On a scale of 1 to 5, with 5 indicating “strongly agree” and 1 indicating “strongly disagree,” please indicate your degree of satisfaction with the following aspects of your mentoring relationship:

<table>
<thead>
<tr>
<th>Rating 1–5</th>
<th>Program met my expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Developmental goals and objectives were accomplished</td>
</tr>
<tr>
<td></td>
<td>Mentoring relationship will continue on an informal basis at official end of program</td>
</tr>
<tr>
<td></td>
<td>Meetings were held regularly throughout year</td>
</tr>
<tr>
<td></td>
<td>Topics defined for discussion were covered during the program</td>
</tr>
<tr>
<td></td>
<td>Program was worthwhile</td>
</tr>
<tr>
<td></td>
<td>Program should be used by colleagues</td>
</tr>
<tr>
<td></td>
<td>Learned a great deal from [ ] mentor [ ] protégé (indicate person being evaluated)</td>
</tr>
<tr>
<td></td>
<td>Allowed to devote the time necessary to the program</td>
</tr>
<tr>
<td></td>
<td>Additional comments:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
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