



**NCSEA**  
National Council of Structural Engineers Associations



**RESOURCE  
GUIDE**

**STRUCTURAL  
ENGINEERING  
ENGAGEMENT  
AND EQUITY**

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## i. How to Use This Resource Guide

This guide is intended to be a resource for anyone interested in starting a Structural Engineering Engagement and Equity (SE3) committee within their National Council of Structural Engineers Associations (NCSEA) Member Organization (MO). It can be followed strictly or loosely, to meet the interests and needs of your members. If you are new to SE3 or to NCSEA, read on for a brief history of SE3, and visit [www.ncsea.com](http://www.ncsea.com) for more information about your [local member organization](#) and the national NCSEA [committees](#).

Though we recommend that each SE3 Committee follow the guidelines detailed in this document, the only true requirement is for your committee to uphold the SE3 mission of promoting dialogue on engagement and equity within our profession.

All future SE3 leaders are encouraged to review this document fully and to provide suggestions, comments, or feedback to continue to enhance this guide. Please be sure to contact NCSEA with any questions or comments at <http://www.ncsea.com/committees/se3>

## ii. History of SE3

The SE3 Committee began in 2015 as a special project initiative within the Structural Engineers Association of Northern California (SEAONC). The primary objective was to execute a survey of structural engineers to better understand the reasons why men and women choose to leave our profession. Broadly speaking, the group wanted to study engagement and retention as it relates to specific aspects of our professional practice; areas such as professional development, pay, work environment, and flexibility. The first survey was developed in fall 2015 and opened to the general public in February 2016. The survey was open to all structural engineers in the United States, including those currently practicing and those who had left the profession. The survey received over 2,100 completed responses, approximately half of which were from California (which was likely a result of a comprehensive distribution effort within the state).

Through the 2016 study, the SE3 Committee gained new insights on the state of our profession, with a focus on issues relating to equity and engagement. In follow-on work, including data analysis, reporting, presentations, one-on-one interviews, group discussions, and more, the Committee has amassed a wealth of knowledge on how to improve the structural engineering profession. The SEAONC SE3 Committee also developed best practice resources for companies and individuals, and organized programs to offer mentorship, networking, and business training opportunities to their members. Today, as a national committee of NCSEA, we continue to work towards our mission to elevate the profession by improving the careers and experiences of practicing structural engineers.

For more information about the SE3 Committee, visit <http://www.ncsea.com/committees/se3/> and [www.se3project.org](http://www.se3project.org).

# 1.0 The SE3 Mission Statement

*Our collective mission is:*

***To raise awareness and promote dialogue on professional practice issues in an effort to improve engagement and equity in the structural engineering profession.***

The goals of the SE3 Committee are wide-ranging. Our research has allowed us to examine many aspects of the profession and strives to capture the everyday experience of practicing structural engineering professionals. Our work ranges from finding opportunities for professional development and training to improving our project management skills. It includes offering flexible policies to accommodate the work-life balance needs of our employees and addressing wage gaps and other inequities. Recognizing that the engineering workplace and workforce are changing, we work to attract and retain the very best talent into this rewarding profession.

In creating this resource guide we have assembled the collective knowledge of individuals with experience engaging their structural engineering communities, both within the Structural Engineering Associations (SEA) and without. Our main goal is to provide the tools you need to start an SE3 Committee in your local SEA Member Organization (MO). In this guide, you will find information on how to get started, including how to obtain funds, recruit new members, and set up an action plan to achieve your short-term and long-term goals. As you review this guide, consider which aspects of SE3 are most appealing to you and to your members and be sure to establish your own mission statement and goals.

## 2.0 Planning the Committee Year

After reviewing this resource guide, use the planning worksheets in Appendix A to develop your own mission statement, annual goals, and budget. Decide which types of activities you want to pursue, and establish a plan for a specific number of activities in a given year. When you are ready to continue, send the Committee Planning Worksheet in Appendix A.1 to [se3@ncsea.com](mailto:se3@ncsea.com) to connect with a national SE3 liaison.

Here are some details to consider when planning the committee year.

### 2.1 Objectives and Deliverables

As you establish your objectives and action items, consider the following questions:

- What are your short-term and long-term objectives for the committee?
- How involved do you want your committee to be in collaborating on the national biennial SE3 Survey?
- How frequently do you plan to hold committee meetings? Will they be in person or online?
- What kind of events do you hope to plan for your Member Organization (MO)?
- How frequently will you be publishing announcements in your MO's newsletter?
- Do you hope to collaborate with any of the other committees in your MO?

### 2.2 Committee Board Liaison, Advocates, and Advisors

After an SE3 Committee is created within your MO, you will likely be assigned a Board contact who will act as liaison between your committee and the organization's Board of Directors. Critical decisions that may affect the members, including any events and activities that involve expenses to the MO, should be addressed with the Board contact. As needed, typically once at the beginning of the SEA calendar year, review your committee's objectives, budget, and planned activities with your Board Liaison.

In addition to the Board liaison, we recommend that you seek advisors and advocates for the committee. It will be beneficial to the committee to develop a good relationship with other local leaders in the profession—individuals who you trust and respect to help promote the mission of the SE3 Committee. Furthermore, when you begin hosting events associated with the SE3 Committee, you can feel more comfortable requesting their participation in or feedback for the events. If you are not currently connected with individuals who have contributed significantly to your MO, this will be a great opportunity to network with them. You will find that having a strong group of supporters is immensely important to the success of the committee. You may consider inviting one of your advocates as a “guest” to one of your committee meetings to observe and contribute. The comments from invited guests are often very valuable.

### 2.3 SE3 Committee Structure

We recommend that you decide early on whether your local SE3 Committee needs or wants a leadership team (co-chairs and vice-chairs) to co-manage the group and to help define goals for the committee. Consider your other demands, interests, and priorities, as well as your own limitations and available resources. If this is your first time chairing a committee, keep in mind that a co-chair will provide you the ability to share some of your leadership and management tasks and responsibilities and to make decisions after thoughtful, collaborative working sessions.

Once you have recruited a diverse group of core contributors (See Section 3.2), it is important that you give your committee members the opportunity to decide which efforts they would like to contribute to, and/or which specific roles they would like to take on. If you have a small group (up to 5 people), assignments can be completed more organically. With a larger group (more than 10), you may consider assigning roles for some of the contributors (e.g. Event Coordinator, Communications Lead).

Take the time to understand the interests and concerns of your contributors. Ensure newcomers at committee meetings receive a proper introduction, and, if possible, give them an opportunity to share with the group the reasons they are interested in SE3. Would they like to improve a certain aspect of our profession? Do they have big concerns about something in particular? This should help you to figure out how to align assignments with his/her interests.

The committee structure should enhance the objective of the committee and may change as the committee evolves and expands. At the beginning, the committee may not need much structure, but as it expands and takes on more roles, it may be necessary to assign specific leadership positions. The section below describes examples of leadership structures in SEAONC SE3 and similar organizations around the country.

#### Structural Engineers Association of Northern California (SEAONC) SE3 Committee

The SEAONC SE3 Committee has two co-chairs and leaders of various individual efforts within the committee (mentorship, outreach, communications). This model has worked well for the committee and allowed the committee to grow without the co-chairs taking on too much responsibility. In fall 2017, the SE3 Committee co-chairs introduced two vice-chairs for the upcoming year. This committee structure was proposed and adopted in the interest of attaining committed support for the incoming co-chairs and to ensure a smoother transition for both sets of leaders the following year.

#### Women in Structural Engineering (WiSE) Seattle

The WiSE Seattle group originated with one individual leading the effort and a few supporting members. There were no clear leadership positions designated for two years. After two years, a Board was formed to lead the committee. The Board was formed from the more involved members of the group. This type of system has worked well for the committee since the group was founded as a way to bring women in the structural engineering profession together.

#### Structural Engineers Association of New York (SEAoNY) Diversity Committee

The SEAoNY Diversity Committee, though different in name, is similar in mission to the SE3 Committee. It was inaugurated in late 2016, and in early 2018 is still nascent in its development. There is currently one chairperson, and “liaisons” are assigned tasks or manage planned events and other goals.



## 3.0 Communications – Recruitment and Marketing

### 3.1 Committee Communications

There are many ways to maintain communication with your committee, with the local structural engineering community, and with the public. Your primary means of communications will likely be email and phone. However, consider using the following tools and resources as needed for your committee's activities.

1. Email:

Ask your SEA Board Liaison or Executive Director if they will set up a committee email address for you (typically: [se3@seaoX.org](mailto:se3@seaoX.org)). If not, you may choose to set up a Google email account for committee use. This email address and account should be maintained by the committee chair and passed down to future chairs of the committee.

2. Google Drive/Docs/Sheets/Groups/Forms:

Google offers a full suite of tools and resources to assist in managing committee activities. Google Docs is an especially good way to share and edit documents among your committee members.

3. LinkedIn:

Consider creating an SE3 LinkedIn group for your local MO (e.g. SE3-NY) to promote event announcements, distribution of information, and discussion. See SEAONC's SE3 page here for reference: <https://www.linkedin.com/groups/12011174>

### 3.2 How to Recruit New Members and Contributors

#### General call to membership by email

Use your local MO's primary mode of communication (typically mass email) to recruit members and contributors. The advantage of sending out a general email to the membership is that it will enable you to reach out to everyone and likely result in a more diverse group of participants. When delivering this initial call for contributors, consider your target audience and who in the membership may be interested. Also consider potential naysayers, their reasons, and your response.

Sample Text:

*The Structural Engineers Association of [Insert local MO] is pleased to announce the creation of its newest committee, SE3, which stands for Structural Engineering Engagement and Equity. [The SE3 Project](#) was established in 2015 with the mission of improving engagement and equity in the structural engineering profession. Sponsored by SEAONC, the team completed a [national survey](#) of over 2,100 structural engineers in 2016 and used the results to develop a Best Practice Resource Guide.*

*In 2017, SE3 became a national committee of NCSEA, and we are excited to announce that the [Insert local MO initials] Board of Directors has accepted a proposal to start its own local SE3 Committee, chaired by [insert name].*

*The local committee has plans to organize panel discussions on business management-related topics, networking events, and mentorship events, and to create a database of helpful resources for the members of the local*



structural engineering community. The local committee will also be collaborating with NCSEA in the development of a biennial nationwide survey of structural engineers.

If you are interested in contributing to any of these efforts, please email [insert name] at [insert email address]. The SE3 Committee welcomes any and all perspectives from within the [insert local MO initials] membership.

For more info, visit [www.se3project.org](http://www.se3project.org)  
[Insert local MO Initials] SE3 Committee

Immediately after sending this initial call, be prepared to send follow-on emails to those who have responded. Include the following items in your response:

1. Introduction/Thank You:  
“Thank you for your interest in the SE3 Committee.”
2. Brief Plans for the First Year (i.e. ways they can contribute):  
“The SE3 Committee has plans to organize panel discussions on business management practices, a networking session, and a mentorship event.”
3. Anticipated date of first meeting, or date of recurring meeting if already determined:  
“We are currently getting ready for our first meeting and will send you an invitation when we have determined the date/time.” or “We have scheduled the first meeting for <insert date/time> at <location>”.

### **Direct solicitation/recruitment by personal call or email**

It is common for people to be unresponsive to emails, especially when they are directed to a general audience. A personal invitation is likely more effective in the recruitment process.

We recommend sending personalized emails or making brief phone calls with potential advocates and/or contributors to enlist their support. If you are able to convince people to acknowledge the importance of this project, and the value of their support, your likelihood of gaining a positive long-term relationship with these individuals is significantly increased.

Sample Text

Hi [insert name]

I am writing to follow up on our recent conversation regarding [insert MO]'s newest committee, SE3, which stands for Structural Engineering Engagement and Equity. This committee aims to advance the profession by addressing issues related to engagement and equity.

We are currently getting ready for our first kick-off meeting ([approximate date]), and I wanted to see if you would be interested in participating. We know you have a lot on your plate these days, but we also know you would have a lot to contribute! Of course, we will understand if you don't think you have time for it.

See below and attached some information about what we plan to accomplish and let us know what you think.



*If it helps in your decision, our initial anticipated time commitment will consist of in-person meetings once a month, and then individual efforts amounting to about 1 hr/week on average. You can contribute as little or as much as you like, and we will also do our best to accommodate remote participation, if travelling to the meetings is inconvenient for you.*

*Our committee has plans to organize events, networking functions, and professional development opportunities on topics related to engagement and equity for the members and local community. The local committee will also be collaborating with the [NCSEA SE3 Committee](#) chairs in the development of a biennial nationwide survey.*

*Lastly, if you have friends or colleagues who you believe are passionate about enhancing the structural engineering profession and retaining talent, please let us know so that we can reach out to them personally.*

*Let me know if you have any questions.*

*Thanks,*

*[name]*

### 3.3 Sensitivity When Advocating For Change: Best Practices

The SE3 Committee has experienced tremendous support for our efforts from members of the structural engineering community, but we have also experienced adversity and resistance. It is important to communicate the mission, goals, and positive benefits of the committee's work, and to remain sensitive to the ways your community may react. SE3 has always worked hard to split our attention between engagement-related issues and diversity-related issues. However, though we spend equal time discussing ways we can improve our practice for the benefit of all, far too often we are perceived as a diversity initiative benefiting the few.

Below are best practices and guidelines to consider as you present SE3 knowledge and start your local SE3 Committee:

**Emphasize the goals of the SE3 Committee and remember that the committee's work is truly intended to improve our profession as a whole.** Our discussions encompass many things, from how much we work to how much we are paid, from how we find opportunities for career development to coaching and mentorship. These topics affect everyone across genders, ethnicity, age, and more.

**Enlist the support of respected members of your organization.** Consider sending individual messages to respected members of your organization, sharing your goals for the committee and your hope that he or she will support it. Having the support of local professionals can assist in spreading the positive message to others.

**Set short-term goals, achieve them, and showcase them.** By showcasing the milestones you achieved, you exemplify progress *and convince skeptics of the value of your work*. Some examples of short-term goals may include: organizing your first networking event or writing an article about the benefits of a diverse workplace.

**Research and discuss what has been done in other professional communities** such as the American Institute of Architects (AIA) Diversity in the Profession of Architecture survey, the American Society of Civil Engineers (ASCE) Diversity and Inclusion Initiative, and CREW Network (Commercial Real Estate Women). Take note of the momentum established by other groups and add to it.

**Refer to SE3's network and the results of previous surveys.** The survey is a means to represent the industry's

collective voice, which is more objective than personal anecdotes.

**Listen carefully to the arguments presented by skeptics.** Engaging the structural engineering community in conversation is part of the SE3 mission, so it's important to listen carefully to the reasons people give for not supporting SE3. It is possible that we all share similar goals, but disagree on how to achieve them. For example, you may believe that a flexible work schedule will improve employees' health, productivity, and quality of work, while an adversary believes it will actually reduce productivity and quality of work. Take note that both parties want similar outcomes but simply disagree on how to achieve them.

**Avoid acting defensively when presenting SE3 survey data.** Always ensure that you do not inject personal judgement or strong personal beliefs into your responses to questions that may arise during presentations or events.

## 4.0 Committee Budget Proposal

Establish a committee budget using the guidelines below and the planning worksheet in Appendix A.2.

### 1. Committee Meetings

Set the number of planned committee meetings in the calendar year. We recommend a **minimum of four** per year (quarterly) and **maximum of twelve** per year (monthly).

For each meeting, budget roughly \$10 per person for food at meetings. If initial funding sources are hard to find, consider asking members to self-support food at meetings or asking host companies (offices where meetings are held) to provide funds for food.

### 2. Planned Events

Set the number of planned programs, events, and activities in the calendar year. We recommend a minimum of two and a maximum of six in your first year. As the committee becomes more active, and your resources grow to accommodate more events, feel free to take on more.

Based on the type of event, consider charging a registration fee: up to \$25 for social/networking events, up to \$35 for planned workshop programs, and up to \$40 for networking events with a featured topic and speaker. Balance the registration price with both your event expenses and the enthusiasm/willingness of your SEA's members to pay for such events.

### 1. Venue Costs

For all committee events and activities, consider hosting at a local engineering office to both minimize costs and to gain support for the committee from local engineering leaders. When approaching office managers with a proposal to host, be sure to communicate the goals and intentions of the event and the committee at large. Often times, the office manager may want to say a few words at the start of the event to demonstrate his/her support of the committee.

If looking elsewhere, consider hosting social events at a restaurant or bar. If you choose a weeknight that is less busy, many establishments will offer a reserved space and possibly a discounted menu in exchange for bringing business to them. Consider how many attendees you expect before committing to a restaurant food or beverage minimum.

### 2. Speaker Fees

If planning an event around a focused topic, consider inviting speakers with sound knowledge in the subject area to present to your membership. If local speakers are not available, consider paying for travel expenses for someone to attend from elsewhere. If the committee budget does not support such an event, charge a registration fee commensurate with member interest levels and the number of anticipated attendees.

## 5.0 Example Events and Programs

This section of the SE3 Resource Guide provides details for how to execute different types of events and programs to meet the interests and needs of your local SEA Member Organization. In the past, SE3 has organized mentorship events, networking events, business training seminars, panel discussions, and more. Each of the following subsections provides more information and ideas for these kinds of activities.

### General considerations for all events and programs

- **Main objective:**  
What is the goal of this event or program? How will you measure its success?
- **Target audience:**  
Who would you like to attend? How many people do you expect to be interested? Consider gender, age, position level, professions outside of SE (architects, geotechnical engineers, contractors), and other potential interested groups.
- **Date and time:**  
Choose a convenient date and time for as many people as possible. Lunchtime and evening programs are least disruptive to work-day schedules. Keep in mind that some people have standing project meetings and evening commitments, so do your best to vary the dates and times offered.
- **Venue locations:**  
Whenever possible, host the event at an engineering office. Not only will this keep registration costs down, it also allows companies an opportunity to demonstrate their support of the committee's efforts. Consider asking the firm to sponsor the event by providing light snacks and refreshments in exchange for some introductory words.
- **Event format:**  
The event can be formal or casual, passive (as in the case of a presentation) or active (as in the case of a networking event). Consider time duration, speed/pace of program, and environment when deciding on the event format.
- **Budget:**  
What aspects of the event will require financial support? Common examples are food/beverages, speaker travel expenses, and venue reservations. If the costs are high, and you expect high attendance, consider charging a registration fee to offset the costs. If this event is new and very different from what your SEA members are used to, consider offering free admission to maximize attendance.

### 5.1 Mentorship Programs

Your local SE3 Committee may be interested in establishing a program to promote mentorship within the SEA. There are many benefits associated with mentorship, not only for the intended recipients of mentoring, but also for members of the community-at-large. See below examples of findings related to mentorship from the 2016 SE3 Survey:

- Mentorship bolsters confidence, self-esteem, and expands networking opportunities.  
The 2016 SE3 survey found that respondents with identified mentors were more satisfied with their

career trajectory and career choice.

- Mentorship ensures higher engagement and retention.  
The 2016 SE3 survey found that respondents without mentors were 22% more likely to consider leaving the profession.
- Mentorship challenges staff to aim for ambitious goals.  
The 2016 SE3 survey found that respondents with mentors were more likely to aspire to higher level positions.
- Mentorship fosters effective communication and bridges the knowledge gap between younger and more senior professionals.

Mentorship relationships are important for structural engineers of all genders in all levels of their careers. These programs facilitate honest and open dialogue, help individuals to define their career goals, identify roadblocks, and take ownership of their own growth and development. Mentorship events also give current and future leaders an opportunity to share practical insights and to improve their leadership proficiency. When developing your program, consider collaborating with your local Younger Member Group, if there is one.

### General considerations for mentorship programs

1. Main objective: What do you hope to achieve and what does your membership need most? Is your goal to foster formal and long-lasting mentor/mentee relationships? Or would your mentorship program allow individuals to meet and share experiences on a more casual, one-time basis? If the former, consider creating a traditional mentorship program. If the latter, consider speed or group mentorship events.
2. Target audience: Who is your target audience? Are you focusing on staff/entry-level engineers or more senior engineers? People typically envision mentorship applying to younger engineers, so specify the intended age range when you advertise. Generally, you can separate into two groups:
  - a. Younger: Less than 5 years of experience, EIT (may have PE), seeking guidance on setting career goals, educational, and professional development opportunities.
  - b. Older: 5-15 years of experience, PE/SE, seeking advice on project management, how to become a senior engineer, principal, or entrepreneur.
3. Time commitment: All mentorship programs will require a pool of willing mentors and mentees. However, participants are more likely to commit to a one-time event than a longer-term program. For traditional programs, participants typically commit to meet monthly, bi-monthly, or quarterly for a year, resulting in twelve, six, or four meetings in that year. For speed and group mentorship, participants commit to one event with some preparation and follow-up before and after the event.
4. Budget: Will you support the cost of meals and/or beverages? For a traditional mentorship program, consider purchasing coffee/tea gift cards for each mentor pairing. For one-time events, consider charging a registration fee to offset the cost of food/beverages. If your target audience is younger professionals or even students, consider offering a discounted rate or waiver.
5. Evaluation: How will you measure or evaluate the success of your program? Consider a post-program write-up and/or brief post-event survey.
6. Potential topics to expect in mentorship discussions: Career Development, Leadership, Communication, Technical Challenges, Work-Life Balance, Industry, Public Speaking and



Presentation Skills, Planning, Management, Teamwork (see Appendix A.3 and A.4 for more resources related to mentorship).

7. Program continuation: How will the program sustain itself? Some mentorship programs recommend that the mentor set up the first meeting and the mentee set up all subsequent meetings (either virtual or in-person). This puts more onus on the mentee to actively engage the mentor in the way that makes most sense for their relationship.
8. Types of mentorship relationships:
  - a. Conventional: the younger benefit from the older
  - b. Reverse: the older benefit from the younger
  - c. Peer: people in the same age group benefit from each other
9. Mentorship models: Today's workforce is complex, and sometimes demands other types of mentoring than the traditional one-on-one mentor/mentee relationship. Taking a different approach to mentoring allows for a wider reach of possibilities in the learning and development of the participants.
  - a. Traditional mentoring consists of long-term, goal-oriented relationships between two individuals. Typically, meetings are one-on-one and the pairing is such that the mentor has more experience and seniority than the mentee.
  - b. Speed mentoring, also known as flash, session-based, or one-time mentoring, creates a low-pressure environment for mentoring that focuses on a single meeting. Topics discussed during speed mentoring can be based on immediate or long-term needs.
  - c. Group mentoring moves away from the traditional one-on-one approach. Whether it involves one mentor working with multiple mentees, one mentee who has multiple mentors, or multiple mentees paired with multiple mentors, group mentoring strengthens the ties between all of the participants involved. Group mentoring encourages a natural exchange of information through its team-based mentality.

## Traditional mentorship programs

How to start a traditional mentorship program:

0. Establish your target audience, anticipated time commitment, and program schedule (*three months before program launch*).
1. Decide on a budget (*three months before program launch*). Mentors and mentees will be responsible for scheduling their own meetings, and they may elect to meet over coffee or lunch. Decide if the SE3 mentorship program would like to offer financial support for such activities, and if so, how much money each mentor/mentee group will receive. Either way, financial support (who pays for what) should be made clear in the program guidelines.
2. Determine how you will find mentors (*two to three months before event*). Oftentimes, the most efficient approach is to look for leaders within your SEA who you believe are interested and capable of supporting the professional development of younger engineers. You may assemble a group of willing mentors by



individually contacting people your committee knows and trusts or through an open call to the SEA's membership. Consider inviting people with diverse backgrounds and experience (age, gender, firm size, and experience). Based on the anticipated size of the program, determine how many mentors you will need and consider keeping a list of those you have contacted who are unavailable currently, but interested in future programs.

3. Create an application form (*two to three months before program launch*). Having an application process ensures better participation because it limits the group to people who are willing to spend time to apply. These "screening" forms can also be used to collect information for matching mentors to mentees. Typically, the pool of interested mentees far exceeds the pool of available mentors, so the mentor application form should be significantly more brief.
4. Announce the program and distribute application forms to membership (*two months before program launch*). Set a due date at least one month after the initial announcement. The announcement should include, at a minimum: goals of the program, target audience, anticipated time commitment, and schedule.
5. Select participants (*one month before program launch*). If the number of mentee applicants far exceeds the number of mentors, consider assigning a 2-to-1 ratio. Otherwise, apply objective criteria to select most "qualified" mentees. Ensure questions related to qualification criteria are included in initial application form.
6. Notify participants of acceptance (*one month before program launch*). At this point, reiterate the program "requirements," schedule, and time commitment. Ask participants to formally commit and give them a chance to decline if their schedule no longer permits.
7. Notify participants of mentor/mentee contact information (*two weeks before program launch*). Include guidelines for how to set up their first meeting and recommendations for where and when to meet. Also provide guidelines on how to set up subsequent meetings. Send our "SE3 Mentorship Resource Guide" including suggested topics, questions, and more. Consider hosting a "kick-off" networking session for all participants to meet. This will help participants to feel like they are part of a larger program.
8. Follow up (*periodically throughout program*). Contact participants after one or two scheduled meetings to see if they have questions and to offer assistance if needed. This is also a great time to get feedback for the program both from the mentees and the mentors.
9. Close out (*end of program*). Ask participants to take a post-program questionnaire and/or to write a summary of what they learned, how they benefited, and what suggestions for improvement they have. If requesting a report, specify this up front in the program application.

## Speed and group mentorship events

How to plan a speed or group mentorship event:

1. Establish your target audience, event format/schedule, event date(s), and location (*three to four months before event*). Reserve a date and location for the event.
2. Decide on a budget (*three months before event*). Decide if you will charge a registration fee. We recommend to budget \$5 per person at a minimum to cover the cost of light snacks and drinks. This can easily go up to \$20 per person or more if you are reserving a venue at cost or providing

more food and beverages.

3. Decide the ratio of mentors to mentees (*three months before event*). Speed mentorship events can accommodate a range of group sizes depending on the ratio of mentors to mentees. It can be arranged as 1:1, 1:2, or even with multiple mentors paired to multiple mentees. Remember that when it comes to speed mentorship events, there are numerous opportunities for traditional, reverse, and peer mentoring. Consider arranging your mentor group in pairs of two, and your mentee pool into groups of four to six.
4. Create a registration form (*two to three months before event*). Unlike the traditional mentorship program, this form will not be an application, but rather used simply to collect information for matching mentors to mentees, if needed.
5. Determine how you will find mentors (*two to three months before event*). Oftentimes, the most efficient approach is to look for leaders within your SEA who you believe are interested and capable of supporting the professional development of younger engineers. You may assemble a group of willing mentors by individually contacting people you know and trust or through an open call to the membership. Consider inviting people with diverse backgrounds and experience (age, gender, firm size, and experience). Depending on the anticipated size of the event, you may need to impose a limit on the number of mentors to invite. Either way, consider keeping a list of all willing sponsors for use at future events.
6. Announce the program and open registration to membership (*two months before event*). Determine if you need to impose a cap on the number of participants before opening registration. Announcement should include, at a minimum: goals of the program, target audience, cost, date, and location. If your group of mentors is already set, you may also include the names and/or photos of the mentors.
7. Notify participants to confirm registration (*two weeks before event*). Refer to the “SE3 Mentorship Resource Guide” and send a packet to participants that includes suggested discussion topics, questions, and more.
8. Follow-up and close out (*during event*). Ask participants to take a brief post-event survey to collect feedback on what they liked and did not like about the event and program. Time permitting, consider ending the event with a 30-minute networking session.

## 5.2 Networking Events

Networking events support your local structural engineering community by offering a place for individuals to meet and to connect. To promote the equity goals of our mission statement, SE3 has hosted networking events for minorities and other special interest groups, most often events for women in structural engineering (WiSE). These events, when paired with a brief presentation, may be similar in nature to the business training seminars detailed in Section 5.3. However, the main purpose is to facilitate connections rather than to present information. Importantly, note that even when an event is designed for a special interest group, all members of the structural engineering association and the larger community should always be welcome to attend all SE3 events.

### General considerations for networking events

1. Main objective: What specifically are you trying to achieve with this event? How many people

would you like to attend? Will potential attendees want to exchange ideas, find new resources, or simply gain inspiration? Or will they hope to meet their next employer or recruit for their firm or committee?

2. Target audience: What kind of people are you hoping to attract? Consider age, gender, and potential other special interest groups. You may want to advertise to people who are currently already active in your SEA or to new members in the larger community.
3. Date and time: Choose a date and time free of conflict with other events planned by your local MO. Consider member availability for lunchtime or after work hours. The recommended minimum duration for this type of event is one hour. However, if you schedule for one hour, plan for attendees to linger past the intended end time.
4. Venue: Choose an accessible location, central to the offices of your member firms, and a space able to accommodate the number of anticipated participants. The event can occur in a public space, such as a restaurant or bar, or in a private space, such as an engineering office.
5. Food and beverages: Decide if you will be offering food and beverage at the event, and note that many office locations cannot serve alcoholic beverages due to state liquor laws or insurance.
6. Budget: Decide if you will be charging a registration fee based on the cost of the venue and cost of refreshments (if any). If offering light refreshments, a good rule of thumb is to budget \$5-10 per person. However, this can escalate quickly if providing alcoholic beverages. If this kind of event is fairly new to your membership, try to set your registration cost low (less than \$10) to maximize participation. If this kind of event is common, a recommended upper limit is \$25-40 per person.
7. Feature presentation: Consider selecting a short “feature” topic and to invite someone knowledgeable to present. The presentation can be as brief as 5 minutes, and is meant to impart some insightful thoughts to “prime” the conversations of those present.
8. Introduction activity: Depending on how many people are at the event, an introduction activity might be useful to “break the ice” and to spark conversation. Keep in mind that structured networking helps attendees avoid some of the tension associated with open networking. This could be implemented for all of the attendees or by dividing the attendees into groups. Examples of introduction activities include:
  - [Find 10 things in common](#)
  - [One word](#)
  - [Energizing Questions](#)
  - [Three Shining Moments](#)
9. Roles: Consider the roles of all the individuals participating in the event. Networking activities should have a lead who is comfortable in front of a crowd and whose enthusiasm will be contagious. Select ambassadors and/or greeters who are good at connecting people with others and at creating a warm environment.
10. Registration: Set up an event registration process either through an online website such as Eventbrite or through email (engage your local SEA office and/or executive director for assistance). If this is your first time hosting such an event, plan for 10-20 attendees. Cap registration at the permissible limit of your venue space.

## 5.3 Business Training Seminars

Structural engineers stand to benefit enormously through better business training, and your local SE3 Committee can plan business-oriented seminars to meet the needs of your members.

The 2016 SE3 survey results show that people who left the profession cited “poor management” as one of their top reasons for leaving. Therefore, improving management skills was one of the best practices recommended from that study to improve employee engagement and retention. Moreover, good management skills can positively impact productivity, performance, and overall employee engagement.

These programs can be hosted in a luncheon setting, or after work hours, with the option to follow with a networking session to encourage continued discussion. They can be scheduled monthly, bi-monthly, or quarterly depending on interest and availability of speakers. If your SEA has a Business Forum or Continuing Education Committee, consider collaborating with them on these events.

### General considerations for business training seminars

1. Main objective: What business-related topics are you most interested in? (See list below). Who within your local community may be available to present on such topics? Would they be willing to do it for free or will they require a speaker honorarium?

Communication Skills

Project Management Skills: how to foster productive teams

Networking Basics

How to be an Effective Firm Leader

Effective Time Management

Career Paths: how to define and achieve your career goals

Coaching and Mentorship

The Performance Review Process: how to develop clear metrics for advancement

Conflict Resolution

Pay Negotiations: know what you are worth

Work-Life Balance and Flexibility Benefits

2. Target audience: What kind of people do you expect to attract? Staff/entry level, mid-level managers, senior leadership, or multiple groups?
3. Date and time: Consider setting a recurring date and time (monthly, bi-monthly, or quarterly). Choose a date and time free of conflict with other events planned by your local MO. Consider member availability for lunchtime or after work hours.
4. Venue: Choose an accessible location, central to the offices of your member firms, and a space able to accommodate the number of anticipated participants. The event can occur in a public space, such as a restaurant or bar, or in a private space, such as an engineering office.
5. Food and beverages: Decide if you will be offering food and beverages at the event.
6. Budget: Decide if you will be charging a registration fee based on cost of venue, speakers, and food (if any). If offering light refreshments, a good rule of thumb is to budget \$5-10 per person. If this kind of event is fairly new to your membership, try to set your registration cost low (less than \$10) to maximize participation. If this kind of event is common, a recommended upper limit is \$25-40 per person.

7. Networking session: Consider concluding the presentation 10-15 minutes early to allow time for questions and discussion. You may also choose to follow with a 30-minute networking session to encourage continued discussion.
8. Registration: Set up an event registration process either through an online website such as Eventbrite or through email (engage your local SEA office and/or executive director for assistance). Cap registration at the permissible limit of your venue space.

## 5.4 Panel Discussions

Panel discussion programs are a great way to support the SE3 mission of promoting dialogue on professional practice issues within the structural engineering community. During these events, moderators and panelists lead focused discussions and interact with audience members about a given topic. The SE3 Committee has organized panel discussions in the past as part of the inaugural 2017 Symposium (see details of the half-day program in Appendix A.5), and has also participated in panels at various conferences and events around the country.

### General considerations for panel discussions

1. Moderator: Select an individual who is experienced or talented at engaging others in conversation, encouraging flow and continuity, and able to lead the conversation without injecting his/her personal opinions.
2. Panelists: Select a diverse group of panelists with varying backgrounds, interests, and experiences. Consider various characteristics including age, firm size, gender, and most importantly, varied experiences related to the topic of discussion.
3. Setup: Set up a table or row of chairs in the front of the room, with at least one microphone for the panelists and one microphone for the moderator. If the room is very large it may be beneficial to also have a microphone to use for attendee questions and comments.
4. Panel preparation: We recommend holding at least one (perhaps two) conference calls to introduce panelists to the session format, to other panel participants, and to review the potential discussion topics you will cover during the session. We also suggest to prepare and discuss at least two to five “seed” questions in advance. Having prepared questions allows the audience to become more comfortable with the panelists and can set the tone for the remainder of the discussion. Sometimes, in lieu of a second conference call, gathering the panelists for a run-through one hour before the actual panel allows the panelists to meet and become more comfortable with each other before others arrive.
5. Format and flow: Aim for each answer from each panelist to be approximately 1.5-2 minutes long. Impromptu back-and-forth is great when you feel it's appropriate. A panel discussion is a great opportunity to have engagement with the audience; however, the moderator should be prepared with questions for the panel to guide the conversation. The audience will naturally engage when the discussion begins to flow.
6. Formality: Feel free to moderate the discussion with as much formality as you see fit for the audience. The important thing is for the moderator to engage the panelists with stimulating questions, to give them an opportunity to talk openly, and to conclude with a thoughtful summary.

7. Sensitivity to experiences at former employers: Encourage panelists to address this in whatever way feels appropriate to them. Naming former employers is not necessary when discussing previous experiences, and referring to firms by size or location more generally is reasonable. Moderators can provide a short disclaimer at the beginning of a session noting this. Suggested verbiage for this disclaimer could include something like: “Everything said during this panel discussion is meant with respect for current and previous employers. All statements are intended for the current audience only in the context of the discussion and should not be repeated or recorded without the panelists’ explicit advance permission.”
8. Follow-on networking event: Depending on the time and duration of the program, consider following the panel discussion with a brief networking event. Participants will likely have more meaningful conversations after hearing an informed and thoughtful discussion.
9. Feedback: Consider distributing a brief post-event survey to collect feedback on what the audience liked and disliked about the program.

The following section includes a sample timeline for a panel discussion program and two example panel discussions with questions.

### Sample session timeline (based on a 1-hour event)

Moderator Welcome and Panelist Introductions (5 mins)

Introduce Panelists with:

- Name
- Brief biography
- Years of experience in the industry (as specific or vague as you want )
- A quick blurb about why the panelist is joining the panel today.

Moderator Announcements and Disclaimers (if needed):

- Note if questions will be taken at the end or if people may raise their hand with questions during the presentation.
- Note the sensitivity regarding former employers.

Panel Discussion (40 mins)

Audience Question & Answer (10 mins)

Microphone will be passed around to audience members. Assign this role to someone on the planning committee.

Moderator Summary (5 mins)

#### 5.4.1 Sample Panel Discussion #1: Work Experiences

Here is a list of potential topics and questions developed for the first session of the 2017 SE3 symposium.

1. CONSIDERING LEAVING STRUCTURAL ENGINEERING: The 2016 SE3 study found that 56% of people had considered leaving the profession. Have you ever considered leaving structural engineering? If so, why?
2. MANAGEMENT VS. STAFF: There is a disconnect between management and staff regarding expectations for advancement and the importance of management training. What gaps have you experienced in perceptions of management versus staff, and how do you combat that if you are now in management?
3. MENTORSHIP: Mentorship is a positive force in people’s careers. About half of the survey respondents



had mentors, and those who did not were 22% more likely to consider leaving the profession. Can you tell us about your experiences with mentorship?

4. **BURNOUT:** Do you feel that you have experienced burnout in your career? What were the factors that went into it, how did you get through it, and what do you think can be done to prevent it?
5. **FLEXIBILITY BENEFITS:** Do you utilize flexibility policies (flexible schedule, work from home, etc.) and do you think they're valuable? Do you think there is a stigma against those who use them?
6. **WORK-LIFE BALANCE:** What are your experiences with balancing work and life outside of work? Do you feel like you've achieved a good work-life balance? Do you have any advice to others?

#### 5.4.2 Sample Panel Discussion #2: Leading Cultural Change

Here is a list of potential topics and questions developed for the second session of the 2017 SE3 symposium.

1. **GENERAL EXPERIENCE:** Please describe your experience with leading cultural change (e.g. adopting initiatives, developing programs) related to engagement and equity.
2. **ADVOCACY:** Can you describe the role of the advocate or champion in implementing change in each firm? How do you go about finding the most suitable leader(s) to support or "buy into" the initiatives you hope to implement?
3. **STRATEGY:** Are there any specific strategies that you can recommend to help with the transition for leaders and staff when implementing initiatives or programs into the company's culture?
4. **CHALLENGES:** What obstacles do you see in implementing these programs? How do we overcome them?
5. **EVALUATION:** Every program/initiative is different, and the differences vary by firm culture, leadership, and the sensitivity of each issue. In your experience, how would you define a successful effort? (i.e. How do you measure this success?) Why is that measure important?

## 5.5 Community Outreach Activities

As part of your committee efforts, there may be an opportunity to work with other organizations within your local community. For example, the Structural Engineers Association of Washington (SEAW) Seattle Chapter has an Outreach Committee that works with local elementary, middle, and high schools. Other organizations involved with K-12 outreach include: Younger Member Forums (YMF) and student chapters of the Earthquake Engineering Research Institute (EERI). At the K-12 level, we recommend focusing on awareness and promotion of our profession. For example, [Engineers Alliance for the Arts](#) brings structural engineers into local classrooms to lead high school students through a bridge-building competition. Another great program, [Project Scientist](#), exposes elementary school girls to science and math fields via guest lectures and exercises.

Engagement with the local community does not need to stop at K-12. Engagement with university students is an opportunity for mentorship and engagement of all engineering students, especially underrepresented groups within undergraduate and graduate programs. Many universities have Women in Engineering groups or initiatives through the engineering school. At the university level, begin by creating connections with engineering or STEAM groups on campus, as these typically tend to be well-established and seeking professional liaisons. These connections can be made through engineering professors, the Dean's office, or university students. If such groups do not exist, it is also possible to work with student groups in engineering departments to set up a mentorship program similar to what is offered to young professionals.

Other ideas for community outreach:

- Meetups through [www.meetup.com](http://www.meetup.com)
- Local, state or city-based resources related to the mission of equity and engagement (e.g., state-specific symposiums/workshops from the National Diversity Council).

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## Appendix A Planning Worksheets and Templates

- A.1 Committee Planning Worksheet
- A.2 Sample Budget Worksheet
- A.3 Mentorship Program Application Form
- A.4 SE3 Mentorship Resource Packet
- A.5 SE3 Symposium Flyer and Program

# Appendix A.1 Committee Planning Worksheet

Use this worksheet to plan your annual goals and activities. Determine the specific interests of your SE3 committee and establish an action plan for your first year

## NCSEA SE3 Committee Planning Worksheet

### Section 1 - Contact Information

Name(s) of founding committee members (Indicate chair(s))	
NCSEA Member Organization (MO)	
Primary Email Address (contact your SEA to learn whether they will set up a committee email address)	

### Section 2 - Committee Objectives

Which of the following subject areas related to engagement and equity are you most interested in exploring? (Check all that apply)	<input type="checkbox"/> Business Training <input type="checkbox"/> Coaching and Mentorship <input type="checkbox"/> Diversity and Inclusion <input type="checkbox"/> Pay Equity <input type="checkbox"/> Work-Life Balance <input type="checkbox"/> Professional Development <input type="checkbox"/> Flexibility Benefits <input type="checkbox"/> Career Planning <input type="checkbox"/> Leadership and/or Management Training
Which of the following events/activities included in this Resource Guide are you most interested in pursuing?	<input type="checkbox"/> Panel Discussions <input type="checkbox"/> Mentorship Program / Resources <input type="checkbox"/> Business Seminars <input type="checkbox"/> Networking Events <input type="checkbox"/> Community Events <input type="checkbox"/> Member Interviews
Do you hope to collaborate with any of the other committees in your MO? If yes, indicate which ones.	
At a minimum, we expect all SE3 committees to participate in the national SE3 by assisting in distribution efforts. Otherwise, how involved do you want your committee to be in collaborating on the national SE3 Survey?	<input type="checkbox"/> Very involved <input type="checkbox"/> Moderately involved <input type="checkbox"/> Somewhat involved <input type="checkbox"/> Slightly involved <input type="checkbox"/> Not involved
How often do you plan to have local SE3 committee meetings?	<input type="checkbox"/> Once per month (monthly) <input type="checkbox"/> Once every two months (bimonthly) <input type="checkbox"/> Once every three months (quarterly) <input type="checkbox"/> Other: _____



## NCSEA SE3 Committee Planning Worksheet

How many events or activities (other than committee meetings) do you plan to hold in the next year?

What are your short-term and long-term objectives for the committee?

Short-term:

Long-term::

### Section 3 - Committee Mission Statement

*Based on above responses, formulate your own SE3 Committee Mission Statement. See resource guide Section 2.0 for reference*

### Section 4 - Committee Affiliates

*Contact information of Individuals, Companies, Groups, Offices, and/or Universities. See resource guide Section 2.2 for reference. Indicate confirmed, potential and desired affiliates.*

Liaisons

Advisors

Advocates

## Appendix A.2 Sample Budget Worksheet

Use this worksheet to budget for your annual events and activities. Email [se3@ncsea.com](mailto:se3@ncsea.com) for an electronic version of this spreadsheet.

## SE3 Sample Budget Worksheet

Submitted by:	Natalie Tse, Rose McClure
NCSEA Member Organization (MO):	SEAONC
Fiscal Year	August 2018-July 2019

### SUMMARY

Committee Meetings		
Number of committee meetings annually	12	meetings
Number of attendees at typical meeting	10	attendees
Events and Activities		
Event #1	Networking Event	
Event #2	Business Seminar	
Event #3	Panel Discussion	
Event #4	Mentorship Event	
Conferences and Other Engagements		
Number of conferences (requiring travel)	1	event
Estimated Travel & Registration Expenses	\$500	per engagement

### DETAILED BUDGET

Committee Meetings			
Description	Cost per Meeting	No. Meetings	Total Cost
Meals/Snacks (\$10 per person)	\$ 100.00	12	\$ 1,200.00
<b>Committee Meetings Total</b>			<b>\$ 1,200.00</b>
Event #1 - Networking Event			
Description	Cost per person	Anticipated Attendance	Total Cost
Light snacks & refreshments	\$ 20.00	30	\$ 600.00
Registration Fee	\$ (10.00)	30	\$ (300.00)
Speaker Travel Expense (if applicable)	\$ 100.00	1	\$ 100.00
Venue Reservation (if applicable)			(assumed n/a)
<b>Networking Event Total</b>			<b>\$ 400.00</b>

Event #2 - Business Seminar			
Description	Cost per person	Anticipated Attendance	Total Cost
Light snacks & refreshments	\$ 20.00	30	\$ 600.00
Registration Fee	\$ (10.00)	30	\$ (300.00)
Speaker Travel Expense (if applicable)	\$ 100.00	1	\$ 100.00
Venue Reservation (if applicable)			(assumed n/a)
<b>Business Seminar Total</b>			<b>\$ 400.00</b>
Event #3 - Panel Discussion			
Description	Cost per person	Anticipated Attendance	Total Cost
Light snacks & refreshments	\$ 20.00	30	\$ 600.00
Registration Fee	\$ (10.00)	30	\$ (300.00)
Speaker Travel Expense (if applicable)	\$ 100.00	1	\$ 100.00
Venue Reservation (if applicable)			(assumed n/a)
<b>Panel Discussion Total</b>			<b>\$ 400.00</b>
Event #4 - Mentorship Event			
Description	Cost per person	Anticipated Attendance	Total Cost
Light snacks & refreshments	\$ 20.00	30	\$ 600.00
Registration Fee	\$ (10.00)	30	\$ (300.00)
Speaker Travel Expense (if applicable)	\$ 100.00	1	\$ 100.00
Venue Reservation (if applicable)			(assumed n/a)
<b>Mentorship Event Total</b>			<b>\$ 400.00</b>
Conference Registration and Travel			
Description	Cost per Engagement	No. Engagements	Total Cost
Conference Registration	\$ 500.00	1	\$ 500.00
Travel Expenses	\$ 500.00	1	\$ 500.00
<b>Conference Total</b>			<b>\$ 1,000.00</b>

**SE3 Committee Budget Total      \$ 3,800.00**



## Appendix A.3 Mentorship Program Application Form

Use this sample application form as a template for your own mentorship program. Email [se3@ncsea.com](mailto:se3@ncsea.com) for an electronic version of this form.



# SE3 Mentorship Program Application Form

SE3 is committed to developing a mentorship program that will provide benefits to all participants.

The purpose of this questionnaire is to collect information from parties who have interest in participating in the mentorship program. This information will help the mentorship program team to making better a mentor-mentee match for each individual.

It should take each person about 5-10 minutes to complete.

The hope is that the mentorship events will provide a unique opportunity for junior engineers to engage with more established structural engineers in a time-efficient networking session. The purpose of the event is to encourage junior engineers to gain strategic guidance and advice to progress in their careers.

\* Required

1. What is your full name (first and last name)? \*

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2. What is your email address? \*

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3. How many years of professional work experience do you have? \*

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4. Which of the following roles best describes your position at your firm?

*Mark only one oval.*

- Staff Engineer
- Project Engineer
- Senior Structural Engineer
- Associate
- Senior Associate
- Principal

## Program Structure

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The SE3 Mentorship Program is designed in a traditional mentorship format, with one-to-one mentor/mentee meetings. It has some structure to help participants achieve specific defined goals. However, it also has flexibility to support varying individual mentoring needs across learning goals, preferences, and learning styles.

5. Based on the description above, how would you describe your interest in participating as a protege in the SE3 mentorship program?

*Mark only one oval.*

- Very Interested
- Moderately Interested
- Somewhat Interested
- Slightly Interested



6. What would you want to achieve if you were to participate in the SE3 mentorship program?

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7. What do you consider as important qualities in a potential mentor? What are you looking for in a mentor?

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8. How would you rank each of the following areas in order of priority for your mentorship relationship (1= least important, 5=most important) Please use each number only once

*Mark only one oval per row.*

	1	2	3	4	5
Career counselling, professional goals and advancement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project-related technical guidance, support and administration; Interdisciplinary coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management, Leadership Skills, and Resource Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Professional Networking, Client Interactions, Business Management and Marketing Activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support for non-work related issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Is there anything else that you'd like to tell us or think would help us in the mentor matching process (e.g. professional interest(s), goals, competency, experience, challenges, etc.)

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## Appendix A.4 SE3 Mentorship Resource Packet

The resource packets in this appendix are from the SEAONC Spring 2018 speed mentorship event. There is one packet for mentors and one for mentees. Use these resources a sample for information you would send to participants of your mentorship event.

# SEAONC SE3 Speed Mentoring Event



## Mentee Information Package

- Date:** Thursday, April 5, 2018  
**Time:** 5:30 pm to 8 pm  
**Location:** Arup, 560 Mission Street, San Francisco, CA  
**Format:** Group Speed Mentoring

**\*\* Please note this event is almost sold out. If you can no longer attend, please email us at [se3@seaonc.org](mailto:se3@seaonc.org) as soon as possible, but no later than Wednesday, April 4, 2018.**

**If you must cancel on the day of the event, please find a replacement to ensure your space in the program is not wasted.**

## Event Timeline

**Note: Please arrive before 6:00pm to receive your mentoring group assignment.**

<b>5:30-6:00PM</b>	<ul style="list-style-type: none"><li>• Registration opens at 5:30pm for light refreshments and networking</li><li>• Mentees to receive their group assignments</li></ul>
<b>6:00-6:15PM</b>	<ul style="list-style-type: none"><li>• Welcome address by SE3 co-chairs</li><li>• Mentors introduce themselves (30 sec each)</li><li>• SE3 to provide a brief description of how the event will run</li></ul>
<b>6:15-7:45PM</b>	<ul style="list-style-type: none"><li>• Speed mentoring sessions</li><li>• Each group of mentees will cycle through each pair of mentors</li><li>• Each cycle will be 12-15 minutes long, consisting of:<ul style="list-style-type: none"><li>○ &lt;1 min: Mentee Introductions</li><li>○ 13 mins: Question &amp; Answers<ul style="list-style-type: none"><li>▪ Come prepared to ask questions - the allotted time will pass by quickly!</li><li>▪ See last section in this information package for a list of sample questions</li></ul></li></ul></li><li>• &lt;1 min wrap-up. We will prompt when 1 minute is left</li></ul>
<b>7:45-8:00PM</b>	<ul style="list-style-type: none"><li>• Feedback forms</li><li>• Closing remarks, food and networking<ul style="list-style-type: none"><li>○ Mentors and mentees are welcome to stay until 8:30pm.</li></ul></li></ul>

# SEAONC SE3 Speed Mentoring Event

## Mentee Information Package



## What to Expect from the Event

### Program Goals

The SEAONC SE3 Mentorship program works to offer younger engineers opportunities to meet with more experienced professionals. These programs encourage open and honest dialogue, and help individuals to define their career goals, to identify roadblocks, and to take ownership of their own growth and development. They also allow current and future leaders an opportunity to share practical insights and to improve their leadership proficiency.

### Mentorship Defined

Traditional mentoring consists of a developmental relationship between a mentor, a individual with professional experience, skills and knowledge, and a protégé, who is less experienced or skilled. This relationship may take the form of non-threatening training, coaching, supporting, discussing, and/or counseling, across time and work contexts.

### Speed Mentoring Defined

Speed mentoring is a one-time meeting or discussion that enables an individual to learn and seek guidance from someone with more experience and knowledge. The purpose of speed mentoring is to provide a valuable learning opportunity for less experienced individuals while requiring limited commitment of time and resources from more experienced individuals serving as mentors.

### Expected Level of Commitment from Mentors

This speed mentoring event is a one-time, two-hour session, and focuses on quick hit information, time-efficient conversations, immediate mentorship guidance/advice, and professional networking. Your only commitment is participation in this one-time session.

***Please note that mentees and mentors are not expected to form a long-term mentor/mentee relationship. At your discretion, you may ask to reach out to select mentors with whom you connected at the event.***

**Confidentiality:** The information given and received between the mentor and mentee should be held in confidence. Confidentiality can help to ensure open communication.



# SEAONC SE3 Speed Mentoring Event

## Mentee Information Package



## Mentee Resources and Guidelines

### Best Practices

- Come prepared with a few questions for the mentors
- Think through the topics listed below
- Be open to advice and maintain a positive attitude
- Have personal goals that can be discussed with mentors

### Characteristics of Good Mentees

- Dedication to self-improvement, commitment to learning and growing
- Accepts responsibility for career goals and personal development
- Demonstrates a positive attitude
- Honest, respectful, and flexible
- Accepts constructive criticism graciously and learns from mistakes
- Excellent communication skills, including being an active listener
- Values continuous learning and enthusiastic about long-term development
- Accepting of differing points of view
- Open about their needs to the mentor, provide feedback to mentor

### Things to Think about Beforehand

- How will you to introduce yourself to your mentors (what field do you work in, where do you work)?
- How do you see the trajectory of your career in structural engineering? (It is okay not to be able to see this clearly)
- What are your personal strengths and weaknesses in your profession?
- What are your short-term goals (licensure, expanded knowledge of certain topics, professional society involvement, etc.)?
- What are your long-term goals?
- Are you moving towards your goals in your current position?
- Are you interested in working on a specific type of project?
- What are you hoping to get out of a mentorship relationship?

### Sample Questions for Mentors

1. What was instrumental for you in getting to your current position in your company?
2. What was instrumental for you in becoming a leader in your company?
3. What skills should I try to develop or enhance if I want to become a leader in my firm (or in the profession)?
4. What competencies are critical to success in your current job?
5. What impresses you in an employee?

# SEAONC SE3 Speed Mentoring Event

## Mentee Information Package



6. How can I improve my professional visibility?
7. How have you handled work-life balance?
8. What obstacles have you faced in your career and do you have any advice for young engineers in terms of avoiding or getting through those obstacles?
9. What's been your biggest career struggle and how did you overcome it?
10. What is your involvement in professional organizations and how have those helped you in your career (in technical knowledge, soft skills, networking, exposure to role models, etc.)?
11. Have you ever felt pigeonholed into tasks that were not moving you towards your professional goals? How did you deal with this?
12. Did you have a mentor(s) early in your career? If yes, how did you benefit from this? If not, how do you feel you could have benefited from mentorship?
13. What is your favorite part of your job? What is your least favorite part?
14. What do you wish you knew as a young engineer?
15. Do you have any general tips for time-management? Professional development and/or soft skills that are particularly useful in becoming an excellent structural engineer or leader?

## Additional Resources

- Introduction to Mentoring: A Guide for Mentors and Mentees  
<http://www.apa.org/education/grad/mentoring.aspx>
- Corporate Mentoring Tips: 7 Habits of Highly Successful Mentors & Mentorees  
<http://www.management-mentors.com/resources/june-2010-mentor-mentoree-habits>
- 10 Killer Questions To Make The Most Of Your Mentor Meeting  
<https://www.forbes.com/sites/theyec/2014/02/28/10-killer-questions-to-make-the-most-of-your-mentor-meeting/#726bb2e14817>
- 21 Questions to Ask at Speed Networking Events  
<http://www.hustlesummit.co/single-post/2016/09/09/21-Questions-to-Ask-at-Speed-Networking-Events>



# SEAONC SE3 Speed Mentoring Event



## Mentor Information Package

- Date:** Thursday, April 5, 2018  
**Time:** 5:30 pm to 8 pm  
**Location:** Arup, 560 Mission Street, San Francisco, CA  
**Format:** Group Speed Mentoring  
**Attendance:** 35-40 attendees expected

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**\*\*Please arrive by 5:45pm. You will be partnered with another mentor, and the two of you will want some time to discuss how to jointly handle questions.**

## Event Timeline

<b>5:30-6:00PM</b>	<ul style="list-style-type: none"><li>• Registration opens at 5:30pm for light refreshments and networking</li><li>• Mentees to receive their group assignments</li></ul>
<b>5:45PM</b>	<ul style="list-style-type: none"><li>• Mentors arrive no later than 5:45pm and receive their partner assignments.</li></ul>
<b>6:00-6:15PM</b>	<ul style="list-style-type: none"><li>• Welcome address by SE3 co-chairs</li><li>• Mentors introduce themselves (30 sec each)</li><li>• SE3 to provide a brief description of how the event will run</li></ul>
<b>6:15-7:45PM</b>	<ul style="list-style-type: none"><li>• Speed mentoring sessions</li><li>• Each group of mentees will cycle through each pair of mentors</li><li>• Each cycle will be 12-15 minutes long, consisting of:<ul style="list-style-type: none"><li>○ &lt;1 min: Mentee Introductions</li><li>○ 10 mins: Question &amp; Answers<ul style="list-style-type: none"><li>▪ Encourage discussions about specific professional challenges or concerns.</li><li>▪ See the link at the end of this package for prompts you can provide, should you end up with a group that does not ask many questions.</li></ul></li><li>○ &lt;1 min wrap-up. We will prompt when 1 minute is left</li></ul></li></ul>
<b>7:45-8:00PM</b>	<ul style="list-style-type: none"><li>• Feedback forms</li><li>• Closing remarks, food and networking</li><li>• Mentors and mentees are welcome to stay until 8:30pm.</li></ul>



# SEAONC SE3 Speed Mentoring Event



## Mentor Information Package

### Program Goals

The SEAONC SE3 Mentorship program works to offer younger engineers opportunities to meet with more experienced professionals. These programs encourage open and honest dialogue, and help individuals to define their career goals, to identify roadblocks, and to take ownership of their own growth and development. They also allow current and future leaders an opportunity to share practical insights and to improve their leadership proficiency.

### Mentorship Defined

Traditional mentoring consists of a developmental relationship between a mentor, a individual with professional experience, skills and knowledge, and a protégé, who is less experienced or skilled. This relationship may take the form of non-threatening training, coaching, supporting, discussing, and/or counseling, across time and work contexts.

### Speed Mentoring Defined

Speed mentoring is a one-time meeting or discussion that enables an individual to learn and seek guidance from someone with more experience and knowledge. The purpose of speed mentoring is to provide a valuable learning opportunity for less experienced individuals while requiring limited commitment of time and resources from more experienced individuals serving as mentors.

### Expected Level of Commitment from Mentors

This speed mentoring event is a one-time, two-hour session, and focuses on quick hit information, time-efficient conversations, immediate mentorship guidance/advice, and professional networking. Your only commitment is participation in this one-time session.

***You are NOT expected to form a long-term mentor/mentee relationship with anyone at the event. However, if you do not mind continuing the conversations after the event, feel free to distribute your business cards and contact information.***

### Confidentiality

The information given and received between the mentor and mentee should be held in confidence. Confidentiality can help to ensure open communication.

## Comprehensive Mentor Resources: Available Online

We have compiled a comprehensive list of mentor resources, including general guidelines, potential questions from mentees, and other useful information. If possible, please review before the event: <http://www.se3project.org/mentor-info-package.html>



# SEAONC SPRING MENTORSHIP EVENT



Thursday, April 5, 2018, 6-8pm  
Arup, 560 Mission Street #700  
San Francisco, CA

## SPRING 2018 MENTORS



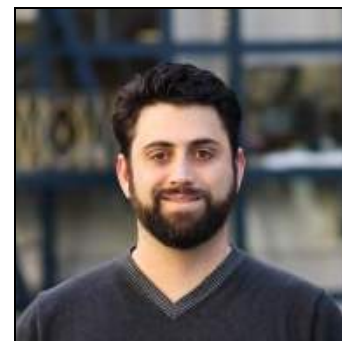
**LISA CASSEY**  
Senior Associate  
HOK



**LUCIE FOUNGNER**  
Associate Principal  
Degenkolb



**DARRICK HOM**  
Associate  
Estructure



**JONAS HOUSTON**  
Senior Engineer  
Holmes Structures



**JASON KROLICKI**  
Associate Principal  
Arup



**PETER LEE**  
Associate Director  
Skidmore Owings & Merrill



**LINDSEY MACLISE**  
Senior Associate  
Forell/Elsesser Engineers



**DAVID OJALA**  
Senior Associate  
Thornton Tomasetti



**MARC STEYER**  
Principal  
Tipping Structural Engineers



**KATE STILLWELL**  
CEO  
Jumpstart Recovery



**EUGENE TUAN**  
Principal  
Tuan and Robinson



**NOELLE YUEN**  
Senior Engineer  
Maffei Structural Engineers



## Appendix A.5 SE3 Symposium Flyer and Program

The flyer and program in this appendix are from the 2017 SE3 Symposium in San Francisco, CA. Use these documents as examples for programming, advertising, and sponsorship.

# THE SE3<sup>≡</sup> PROJECT

STRUCTURAL ENGINEERING ENGAGEMENT AND EQUITY

[[www.SE3project.org](http://www.SE3project.org)]

## SEAONC SE3 2017 SYMPOSIUM

**Listen. Assess. Change.**

Date: Thursday, January 26, 2017  
1–5 p.m. Symposium Program  
5–7 p.m. Networking Event

Location: SPUR, 654 Mission Street  
San Francisco, CA 94105

Tickets: \$85 General & \$40 Student  
[[www.SE3project.org/register](http://www.SE3project.org/register)]



Sponsorships available  
visit [SE3project.org](http://SE3project.org) for information

# SE3<sup>≡</sup>



The SEAONC SE3 Committee would like to thank the following for their generous support of this project.

PLATINUM



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Thornton Tomasetti

SIMPSON GUMPERTZ & HEGER

Engineering of Structures  
and Building Enclosures

Exponent

SILVER

BILLO & ASSOCIATES  
STRUCTURAL ENGINEERS

FORELL/ELSESSER  
Structural Engineers

Holmes

GMS

ZFA STRUCTURAL ENGINEERS

Degenkolb

SOM

BRONZE

DTC

BUILD CHANGE

CASTCONNEX  
Innovative Connections for Improved Structures

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Tate and Edinger  
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KPWW  
STRUCTURAL ENGINEERS, INC.

BASE  
DESIGN

BUROHAPPOLD  
ENGINEERING

MAFFEI  
STRUCTURAL ENGINEERS

h+k

LANGRAN

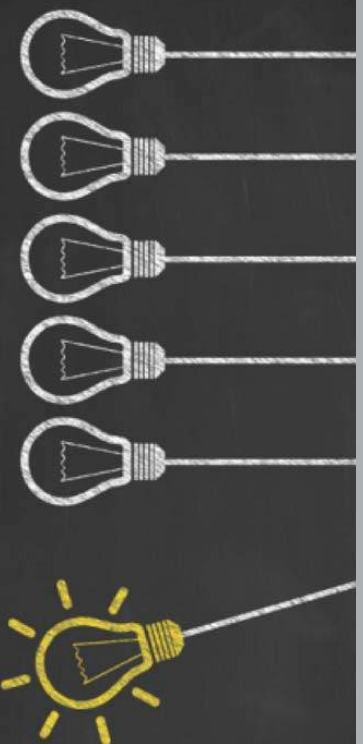
WALTER P. MOORE

# THE SE3<sup>==</sup> PROJECT

STRUCTURAL ENGINEERING ENGAGEMENT AND EQUITY

## 2017 SYMPOSIUM

Listen. Assess. **Change.**



January 26th, 2017 | 1:00 - 5:00 p.m.

SPUR 654 Mission St. San Francisco, CA





## 2017 SYMPOSIUM PROGRAM

### 1:00 pm **OPENING REMARKS & KEYNOTE**

Emcee: **Ayse Hortacsu, PE**

Keynote: **Maryann Phipps, SE**



### 1:15 pm **LISTEN**

An overview of the findings from the 2016 SE3 study, including recommendations for best practices.

**Natalie Tse, SE & Rose McClure, SE**



### 2:00 pm **ASSESS**

A panel discussion among practicing professionals regarding their experiences with engagement and gender equity in the workplace. 45 minute discussion + 15 minutes Q&A

Moderator: **Angie Sommer, SE**

Panelists: **Emily Guglielmo, SE; Janiele Maffei, SE;**

**Joel Villamil, SE; Taryn Williams, SE**



### 3:00 pm **COFFEE & DESSERT BREAK**

Sponsored by Thornton Tomasetti

### 3:30 pm **EQUITY BY DESIGN PRESENTATION**

A discussion of the work and findings of AIA Equity by Design Committee and its impact on the architecture profession.

**Julia Mandell, AIA**



### 3:50 pm **CHANGE**

A panel discussion among practicing professionals regarding their experiences and research enacting ideas and policies aimed at improving employee engagement and gender equity.

Moderator: **Nick Sherrow-Groves, PE**

Panelists: **Saskia Dennis-van Diji;**

**Krista Looza, SE; Emily Loper, MPA**



### 4:50 pm **CLOSING REMARKS**

Emcee: **Ayse Hortacsu, PE**

### 5:00 pm **NETWORKING SOCIAL**

Sponsored by Arup

Tweet this event!  @SE3 Project #SE3symposium

Join the Linked in Group!  SE3 Project



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**DETAILED PROGRAM**

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**1:00 PM WELCOMING REMARKS / KEYNOTE ADDRESS**

Emcee: Ayse Hortacsu  
Keynote: Maryann Phipps

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**1:15 PM SESSION 1 - LISTEN**

*45 minute presentation about the survey findings, conclusions, and best practices*

2015-16 SE3 Committee Co-chairs & Founders:  
Natalie Tse and Rose McClure

---

**2:00 PM SESSION 2 - ASSESS**

*1 hour panel discussion on practicing professional's past or current experiences with engagement and gender equity in the workplace*

Panelists:	Moderator:
Emily Guglielmo	Angie Sommer
Janiele Maffei	
Joel Villamil	
Taryn Williams	

---

**3:00 PM BREAK**

*30 minute coffee and dessert break*

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**3:30 PM FOCUSED PRESENTATION**

*20 minute Talk*  
EQxD - Lilian, Julia, or Saskia

---

**3:50 PM SESSION 3 - CHANGE**

*45 minute panel discussion regarding people and companies who are enacting policies or sponsoring research to solve issues regarding engagement and gender equity*

Panelists	Moderator:
Emily Loper	Nick Sherrow-Groves
Janell Cook	
Saskia Dennis-Van Dijn	
Krista Looza	

---

**4:50 PM CLOSING REMARKS**

*10 minutes*  
Ayse Hortacsu

---

**5:00 PM NETWORKING SOCIAL**

*2 hour networking event*

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**7:00 PM CLOSE**

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