



Hong Kong Institute of  
Certified Public Accountants  
香港會計師公會

2025-26

# MENTORSHIP

CPAs for CPAs



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# GUIDELINES

## About the programme

The objective of the Institute's Mentorship Programme is to offer aspiring CPAs the opportunity to learn from experienced members for the purpose of their career development through consultation and experience sharing.

A mentor-mentee relationship is built on mutual respect and trust. The scope of mentoring includes, among other things, essential skills of a successful CPA on professional and ethical behaviour, problem-solving, decision-making and self-management. Anything discussed during the mentor-mentee relationship is to be maintained confidential.

Mentees' applications are accepted on a first-come-first-served basis, subject to successful matching process.

## Benefits for mentees

It is an invaluable opportunity for aspiring members to enrich their individual learning and growth through a "personalized" development opportunity to address individual learning needs. The programme also provides access to independent and objective perspectives and helps mentees broaden their mindsets in pursuing their career direction and advancement. Based on the mentee's professional judgment, he/she may consider including the mentoring learning process as part of the non-verifiable CPD hours.

## Who can be a mentee?

A member with post-qualification experience less than seven years is eligible to apply as a mentee. Active participation and commitment are essential to the success of a rewarding mentorship.

## What are the roles of a mentee?

A mentee should have clear objectives of what he/she expects to achieve by participating in this

programme and ensure that his/her objectives are discussed and agreed with his/her mentor at the outset of the mentorship relationship. He/she should determine the amount of help and guidance needed.

## Mentees are expected to:

- Take the initiative to ask for help/advice including organizing meetings with mentor.
- Listen and respect the opportunities, limitations and format of the relationship a mentor is able to provide. Always act with courtesy and respect.
- Prepare the goals and objectives you have for your career development. Be prepared to ask for specific guidance and advice. The more specific you can be, the easier it will be for your mentor to help you.
- Use active listening skills during discussions with your mentor. Take notes and ask questions at appropriate times.
- Take the initiative to ask for feedback.
- Demonstrate that you are open to hear new ideas and suggestions to bring out your best.
- Tell your mentor how you prefer to get feedback (e.g. direct or softened). Be gracious and don't get defensive.
- Return phone calls promptly and be on time with commitments or meetings. Do not extend the meeting time with your mentor unless it is with his/her consent.
- Seriously consider the advice or suggestions rendered by the mentor but you are accountable for your own decisions. Keep the mentor informed of the progress and express your appreciation even if you have not fully taken his/her advice.
- Assume the mentoring connection is strictly professional. Do not intrude into your mentor's personal life or expect to be close friends with your mentor. For a cross-gender connection, any romantic involvement is inappropriate.
- Keep confidentiality on matters discussed during the mentoring process.

## Mentees are not expected to:

- Look to the mentor for answers to all of your problems.
- Contact your mentor at unreasonable hours.
- Seek personal or career favours out of the relationship.



...INSPIRING

### **Benefits for mentors**

Mentors can further enhance their coaching skills and help mentees fulfill their potential which would benefit the accounting profession as a whole.

Mentors will be awarded up to five non-verifiable CPD hours on guiding a mentee during the one-year mentorship process and up to three verifiable CPD hours for attending mentorship related briefings.

### **Who can be a mentor?**

A member in good standing, with post-qualification experience of seven years or above, who has the desire to give back and invest in the future profession, is welcome to be a mentor.

### **What are the roles of a mentor?**

A mentor serves as an advisor and counsellor to a mentee by sharing his/her professional experience and knowledge to facilitate development and progression of the mentees.

#### **Mentors are expected to:**

- Have the mentee's best interests in mind.
- Provide non-judgmental support.

- Provide guidance on issues raised.
- Pass on knowledge and experience but encourage the mentee to be self-reliant.
- Help develop learning plans.
- Be a good listener and appreciate mentee's point of view.
- Inspire mentee to meet or exceed his/her chosen goals.
- Provide honest feedback.
- Follow through on commitments.
- Be respectful, responsive and committed.
- Trustworthy – the issues discussed during a mentoring session should be treated in strictest of confidence.
- Show passion for the accounting profession.
- Be a role model of an accounting professional with high standard of integrity and professionalism.

#### **Mentors are not expected to:**

- Act as a sponsor.
- Find job for the mentee.
- Be an expert in all areas.
- Carry out a mentee's work on his/her behalf.

## **Mentoring process**

For the 2025-26 programme, the mentor-mentee cycle begins on 1 April 2025 for 12 months. An approved mentor is encouraged to take more than one mentee during the cycle.

It is important for the mentees to clearly identify their objectives which they wish to achieve from the mentorship programme and agree these with the mentor at the beginning of the programme. The objectives are expected to be specific, attainable and of relevance to one's professional development.

For mentoring to thrive, a solid relationship needs to be formed between mentor and mentee. Therefore it is important that they should agree on the level of commitment, mode and frequency of interaction at the outset and that a periodic communication be maintained, say, two to four times a year is recommended.

Means of communication are flexible which can be meetings in person, phone calls, social media, emails, or any other forms as mutually agreed by the mentor and mentee.

Mentors and mentees will be invited to give interim and end-of-programme reviews which may cover the objectives, key discussions, achievements and feedback on the programme, etc.

## **How can I apply?**

Simply complete the online application ([www.hkicpa.org.hk/mentorship](http://www.hkicpa.org.hk/mentorship)) by 7 February 2025.

The matching process will be undertaken by the Institute based on compatibility and the learning needs indicated by the mentees. The process will involve both the potential mentor and mentee before the matching is confirmed. Only on rare occasions that a second matching will be entertained if the first profile matching fails to work. Applicants will be notified of the matching results by March 2025.

## **Mentorship Programme support**

To ensure a rewarding mentor-mentee relationship, we will provide three levels of support:

1. A briefing session for mentors and mentees regarding the programme goals, participant roles, mentoring best practices and mentoring process. Topics will cover the skills-based training in coaching, dealing with difficult situations and lifecycle of the mentoring relationship as to:
  - how to develop the relationship;
  - how to keep the momentum; and
  - how to wrap it up.
2. Periodic reviews: mentors and mentees are encouraged to provide reviews to the Institute with an intention to address any key issues.
3. Continuous improvement: with feedback from mentors and mentees, the Institute is committed to the ongoing development of the programme. At any time, mentors and mentees are welcome to contact the responsible staff who is there to provide support, identify opportunities and troubleshoot issues and working with the stakeholders to make ongoing adjustments to keep the programme thriving.

## **Start-of-term and end-of-term gatherings**

The start-of-term gathering will be held in late March/April 2025 when mentors and mentees will be invited to mark the formal commencement of the programme.

An end-of-term gathering, formally bringing closure to the mentoring connection under the programme, will be held in April 2026. This provides an opportunity for both the mentor and mentee to reflect upon their experience in the mentoring process. This is also an occasion for the Institute to express gratitude to all stakeholders for their contributions to the programme.



...SUCCESSFUL

## Events at-a-glance

Events	Tentative dates
Mentors & Mentees briefing	Late March / April 2025
Start-of-term gathering	Late March / April 2025
Mentorship process – regular meetings and communications between mentors and mentees	April 2025 – March 2026 (to be arranged at an agreed interval between mentor and mentee)
Training sessions	May / June 2025
End-of-programme review	March 2026
End-of-term gathering	April 2026

## Programme help desk

For enquiries and support, you may:

- email to [mentorship@hkipa.org.hk](mailto:mentorship@hkipa.org.hk);
- visit [www.hkipa.org.hk/mentorship](http://www.hkipa.org.hk/mentorship); or
- contact us at 2287-7361 or 2287-7055

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