

## Mentoring

Mentoring is defined as a dynamic and mutually beneficial engagement between an experienced and trusted adviser (mentor) and a less experienced person (mentee), to facilitate professional growth in the workplace by sharing knowledge and skills in a confidential, non-judgemental, and culturally safe environment.

### Principles of the Mentoring Framework

1. Mutual respect and understanding are essential to the mentoring relationship.
2. Both the mentee and the mentor are genuinely committed to the mentoring relationship
3. The cultural needs of the workplace are embedded within the mentoring program.

## Role of Mentors and Mentees

To help guide the success of the mentoring relationship, the role of a mentor and mentee are outlined below.

### The role of a mentor includes:

- Assisting the mentee to identify their needs, issues, concerns, and aspirations
- Sharing knowledge and wisdom and,
- Facilitating the growth and development of the mentee,
- Maintaining confidentiality in line with policies and procedures
- Identifying mental health and wellbeing issues and supporting the mentee to access professional services.

### The role of a mentee includes:

- Identifying the needs, issues, concerns, and career aspirations
- Being open to advice and constructive feedback and
- Accepting responsibility for their development.



## Responsibilities of Mentors and Mentees

The responsibilities of mentors and mentees is to maintain an open and honest form of communication and to maintain confidentiality. For a mentoring relationship to be successful, a mentor and mentee should be aware of their role and responsibilities to maximise the mentoring relationship.

### The Mentor

Providing a mentorship role allows for a mentor to develop their own leadership skills and provides an opportunity to contribute to the professional development of another. Key attributes of a mentors' role are to;

- Listen to the mentee, with no judgment and maintain confidentiality
- Share lessons learnt and mistakes made
- Create a safe and confidential place for discussion
- Open doors to new experiences and professional contacts
- Possess excellent self-management skills
- Assist the mentee to engage in support services such as counselling, psychologist or other professional services relating to mental health and wellbeing

### The Mentee

Engaging in a mentoring program is highly beneficial to a mentee and allows for advice in career direction, professional development, and an increase of confidence and self-awareness. A mentee is also able to gain skills and knowledge, which may not be provided in a classroom or workplace setting.

Key attributes of a mentees' role are to

- Listen to the mentor, with no judgment and maintain confidentiality
- Take responsibility for their professional and personal development
- Identify and set goals
- Consider advice and reflect on what is learned

### Mentoring Exclusions

A mentoring role is not a training or teaching role. These roles focus on specific outcomes and goals. A mentoring role is not a counselling role and a mentor does not attempt to resolve issues that are underlying within a mentee.

A mentor role is one that is mutually beneficial, to the mentor and mentee and assists with the provision of practical advice to assist the mentee in setting goals and navigating barriers that exist in their career pathways.

For a mentoring relationship to be successful, a mentor and mentee should be aware of their role and responsibilities to maximise the mentoring relationship.

## Mentoring Strategies

Establishing and implementing the practices outlined below as part of The Workplace Diversity Mentoring Program will ensure that the program is as successful as possible, from the perspective of both your mentees and the business.

### Set expectations

One of the challenges associated with mentorship programs is that mentees often do not know what to expect from the experience. Using the mentoring questionnaire and this framework the mentor can create clear expectations for the mentee.

### Focus on what success looks like

Defining program objectives at the start of the program ensures the mentee and mentor are clear on the outcomes from the session and program. Mentoring goals will be set in the first meeting to ensure success factors are clear.

### Refer to a third party when required

Some situations, topics, and areas that arise during mentoring will be outside the scope of the skills of the mentor. In these instances, it is important that the mentor refers to a third party for external support services and advice

### Foster connections

An initial connection of trust and shared interest creates a mentoring foundation with a safe connection.

### Commit to a plan

Commitment to consistency is key. Starting the first session by setting goals and scheduling regular check-in meetings, and then work on charting progress. If possible, align the plan to the business goals so the mentee can see the business impact of their growth.

