



Mentoring Programme Procedures

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1. PURPOSE OF PROGRAMME

The purpose of the Unitec Staff Mentoring Programme is to provide Unitec staff with one-to-one, confidential, sustained coaching and professional support through a trusting, open relationship with an objective mentor. Mentors will be selected from a pool of staff who have volunteered their services as a Mentor and been through an application, selection and training process. Details of this process are included in Section 5.

Participation as a Mentee is through self selection, although your manager as part of a development conversation may also suggest you partake in the Programme. Details of the application and selection process for Mentees are included in Section 5

The Programme intends to encourage professional and personal development for Unitec staff by:

- i) Supporting and/or assisting academic staff in any research projects undertaken;
- ii) Helping staff to foster Unitec's ability to lead and manage change;
- iii) Fostering skills and career development of staff;
- iv) Expanding organisational knowledge amongst staff; and
- v) Increasing the opportunities for staff to build networks across the organisation.

Together Mentees with their allocated Mentor design and monitor a professional support plan. The focus of the Programme is on the current work needs of the Mentee and therefore, the issues discussed and tasks undertaken are unique and confidential to each Mentor/ Mentee pair.

2. ELIGIBLE PARTICIPANTS

2.1. Mentees

The Programme will be open to 'all staff', but in any particular year may also be offered to specific groups. Any staff member interested must complete the application and selection process and during this process provide evidence of their commitment to their own self-development. Final selection of Mentees will be determined by the Mentoring Core Group.

The number of Mentees chosen in any given year will vary according to availability of Mentors and the variety of needs for Mentees.

2.2. Mentors

Mentors will either be approached by the Mentoring Core Group and invited to partake in the Programme or will nominate themselves via the annual application process (refer Section 5 for further details). Before applying potential mentors should ensure they have a clear understanding of the expectations and commitments required to be a mentor and that their participation as a mentor will be on a voluntary basis only.

Final selection of Mentors will be determined by the Mentoring Core Group.

It is hoped that many of the Mentors involved in the Programme will wish to continue their involvement in the future.

2.2.1. Role of Mentor

The role of a mentor is multi-faceted and includes some of the following:

- i) Supplier of information and knowledge concerning organisational issues;
- ii) Challenging ideas, moving people outside their comfort zone;
- iii) Listener and sounding board;
- iv) Support person for the Mentee;
- v) Support with any research projects if appropriate;
- vi) Acting as a referral agent when appropriate;
- vii) Giving experiences as a coaching tool;
- viii) Encouraging career growth; and
- ix) Responding to Mentee's needs.

3. BENEFITS OF PARTICIPATION

3.1. Benefits to the Mentor

- i) Enhances management skills;
- ii) Helps provide new insights into the organisation as a whole and the management of change; and
- iii) Provides a chance to assist actively in the personal and professional skills development of colleagues.

3.2. Benefits to the Mentee

- i) Improved ability to lead and manage change, challenge the status quo and seek improvement for the organisation;
- ii) Increases expertise in a structured way and provides access to role models;
- iii) Improved personal and professional confidence;
- iv) Monitors and demonstrates personal professional progress;
- v) Career clarity and growth;
- vi) Increases personal and professional networks;
- vii) Helps gain greater insights into the organisation as a whole; and
- viii) Provides the opportunity to develop a professional partnership and a supportive learning environment.

4. PROGRAMME LENGTH AND OTHER PROGRAMME COMMITMENTS

4.1. Programme Length

Each mentoring partnership will operate within a specific time limit which will normally be the academic year, although some Mentee/Mentor partnerships may mutually agree a shorter time period. On joining the Programme, both Mentors and Mentees will be expected to attend an orientation/training workshop and on completion of their mentoring partnership, to evaluate the Programme. All participants will be expected to meet regularly before evaluating the Programme.

4.2. Frequency of Meeting

It will be expected that each Mentor and Mentee will meet for about an hour on at least a monthly basis. Each partnership will however, be consulted about the frequency of their meetings based on the Mentee's needs.

4.3. Ethical and Confidentiality Issues

Issues discussed as part of a mentoring partnership are confidential. The principles of Unitec's Code of Conduct as well as all other Unitec policies and procedures also apply.

4.4. Training

4.4.1. Training of Mentors

Mentors will be expected to attend a half day orientation/training workshop, which will outline the expectations, skills and knowledge that a Mentor will require during their involvement in the Mentoring Programme and clarify procedures and their specific role in the Programme. Example content for this training includes:

- i) The benefits of mentoring;
- ii) Managing relationships with the mentee (*first meetings, building rapport and trust*);
- iii) Skills for effective mentoring;
- iv) Common problems and difficulties mentors face;
- v) Administration issues; and
- vi) Evaluation and review.

4.4.2. Training of Mentees

Mentees will be expected to attend an orientation/training workshop for Mentees which will outline the Mentoring Programme procedures and clarify expectations and their specific role in the Programme.

A resource pack will also be given to both Mentors and Mentees to assist them throughout their mentoring partnership.

5. APPLICATION, SELECTION AND MATCHING PROCESS

5.1. Applying to be a Mentee or Mentor

At the end of each year People Capability will advertise the opening of the application period for participation in the following year's Programme and provide interested parties access to the Application Form. There is a different Application Form for Mentors and Mentees. Any staff member wanting to be both a Mentee and Mentor in the Programme must fill in both a Mentor and a Mentee application form.

Application includes providing responses to a series of questions designed to establish the mentees' needs, and the mentors' skills. The responses provided to these questions will assist the Mentoring Core Group match Mentors and Mentees.

5.2. Selection and Matching

The Mentoring Core Group is responsible for reviewing all applications received from Mentors and Mentees, selecting eligible participants and matching Mentees with an appropriately qualified Mentor. Where a suitably qualified Mentor has not applied to partake in the Programme, the Mentoring Core Group will work to identify and approach a suitably qualified Mentor based on the needs identified by the Mentee in their application, however the matching of all selected Mentee's with a Mentor is not guaranteed, and vice versa.

5.3. Mentoring Core Group

The Mentoring Core Group will consist of one person from People Capability with responsibility for administering the Programme. Other staff will be approached to volunteer to be a member of the group. The Mentoring Core Group should include a senior staff member with a broad knowledge of the organisation and three other staff members. Ideally these staff members will have considerable knowledge and experience of Unitec and the people within it. They will also have been active in an area other than their specific job during their employment at Unitec e.g. as a member of a staff committee, a special interest group or cross-Faculty project team etc. There should be at least one Allied staff member and one Academic staff member in the Mentoring Core Group, as well as cultural representation.

6. PARTNERSHIP FOLLOW-UP AND PROGRAMME EVALUATION

6.1. Partnership Follow-up

Follow-up will be provided by members of the Mentoring Core Group who will contact Mentors and Mentees on a regular basis to offer support and assistance in the process. This will ensure that planned goals and outcomes are met for both parties and any issues are dealt with efficiently as they occur.

Group meetings of all Mentors and/or Mentee may also be established to allow Programme participants to share ideas and use the joint expertise of participants to

identify solutions to any issues/concerns that may arise during the term of the mentoring partnership.

6.2. Annual Programme Evaluation

Both Mentors and Mentees will be required to fill out an individual questionnaire at the end of the Mentoring Programme, reviewing all aspects of the mentoring process.

Mentors may also be invited to attend a group feedback session at the end of the Programme, to provide an opportunity for Mentors to share useful information with each other and with the Mentoring Core Group. Recognition of the work and commitment of the Mentor will be expressed during this period.

The Mentoring Core Group will also evaluate its performance on the basis of the feedback received and review membership of the Group at the end of each Programme year.

7. PAYMENT AND COSTS

Participation of all Mentees and Mentors is on a voluntary basis, as is the participation of members of the Mentoring Core Group.

Administration, ongoing support of the Programme and all associated costs related to the running of the Programme is managed by People Capability.

DOCUMENT DETAILS

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AMENDMENT HISTORY

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1	Jan 2001	First edition	Senior Management Team
1.1	Dec 2008	Nomenclature changes to match new org structure.	Learning & Development Advisor
2	2/02/2012	Formal review and changed Guidelines to Procedures	Senior Learning & Development Advisor