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SOUTH AUSTRALIA
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Mentoring Program Handbook

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PART 1: Mentoring Program Guidelines

1.1 About this program

This mentoring program is being coordinated in partnership by Women in Resources South Australia (WinRSA) and Women in Mining Network South Australia (WIMnetSA). The program will be conducted over a six-month period, during which mentees and mentors will:

- » Attend an information session and networking event to launch the program
- » Be supported with materials (refer 2.6), regular emails
- » Attend informal group catch-up's during the program to share your experiences with other participants and the program coordinators
- » Connect as a mentee/mentor partnership, a minimum of six times during the program by whatever communication means you mutually choose – in person, telephone, Zoom, etc.

Please note: Social distancing guidelines must be followed for all in person meetings.

- » Provide feedback throughout and at the end of the program to ensure participant needs are supported and the program can be fine-tuned for subsequent groups
- » Attend a function on completion of the mentoring program with the other participants and coordinators to review if expectations were achieved.

Note: The committee reserves the right to change face to face events to online events if government guidelines dictate.

Your participation is:

- » **Voluntary** – mentees and mentors can end the relationship at any time if either feels it is not working (it is expected that any issues are raised with the program coordinator prior to this occurring to identify what support is required); and is
- » **A two-way process** – mentors share their skills, knowledge, and experience with their mentee to enable them to explore their professional and personal situation, and mentees will work with their mentors to achieve the objectives agree on.

1.2 Why is this program being offered?

Following on from the resounding success over the last sixseven years of this mentoring program, WinRSA and WIMnetSA are once again offering this program to support South Australia women within the mining and resources industry. It is designed to provide mentees with a much sought-after opportunity to connect with more experienced individuals, who are in a position to support them from a professional and personal development perspective. Participants have the opportunity to work directly with senior members of the industry.



In 2015, the development of a mentoring program was highlighted as a critical element within the diversity space by both WinRSA and WIMnetSA as part of their strategic plans. The need for such a program was also regularly identified by members of both WinRSA and WIMnetSA as part of feedback mechanisms, making this an ideal opportunity for the two organisations to develop the mentoring initiative together.

1.3 Mentoring program contacts

The program coordinators for this 2021 mentoring program are [Sharon Hards](#) / [Christine Neo](#) / [Sanaz Orandi](#) (WIMnetSA) and [Alex Schreier](#) (WinRSA) who are supported by the WIMnetSA/WinRSA Mentoring Program Committee. Please click on the links above to contact Sharon, Christine, Sanaz or Alex via email should you have any questions or queries prior to applying to be part of this program or during it should you be selected.

1.4 What is mentoring?

Mentoring has a long history and in ancient Greek, the word 'mentor' means 'adviser'. Most people understand mentoring to be a relationship between a more experienced person and a less experienced person, in which knowledge and experience are shared and transferred.

Mentoring is an informal relationship in which the mentee is helped to make significant transitions in knowledge, work or thinking (Megginson & Clutterbuck, *Mentoring in Action*, 1995). It often has a career development focus. Mentors can become 'sponsors' for their mentees and help expand their horizons and networks both professionally and personally.

In this program, mentees will be in a one-to-one mentoring relationship with a selected mentor for a period of six months. The focus of the program will depend on the needs of the mentee, but could include career development, expansion of networks, or assistance with particular skills or knowledge. Although the program only operates for the specified time, pairs are encouraged to discuss and decide if they wish to continue meeting after the conclusion of the program.

1.5 How are mentors selected?

Mentors are selected based upon their experience and suitability for mentees who have applied to be part of the program. Suitability can rely on the information provided by the mentor and mentee in the application process, thus important to provide details as request Although individuals may be suitable to be a mentor, if an appropriate mentee is not identified to pair with them in a specific program, it may be the case that mentors are asked to participate at a later stage when a pairing is possible.

The requirements to be a mentor within this program are:

- » Commitment to a six-month program
- » Willingness to participate on a voluntary basis
- » Availability to participate in a minimum of four mentoring sessions during the program
- » More than five years' experience in the workforce (not industry or gender specific)



- » Interested and experienced in developing others
- » Strong interpersonal and communication skills
- » A diverse range of work experience.

1.6 How are mentees selected?

Mentees nominate themselves for the program through a formal expression of interest process. Mentees are accepted into the program if there are spaces available and a suitable mentor can be found in accordance with the matching criteria utilised by the program.

The requirements for a mentee are:

- » Female
- » Minimum of one year's working experience in the resources sector or honours and third year's studying in resources* related disciplines
- » Commitment to a six-month program
- » Availability to participate in a minimum of six mentoring sessions during the program; and
- » A strong interest in developing their careers, within the resources industry.

** Being exploration, minerals, petroleum and energy sectors and associated service Industries, which are collectively defined in this document as the Resources Industry (the Sector).*

1.7 How are mentees matched with mentors?

Mentees and mentors are matched using information obtained from the structured application questionnaire that is completed by each party before the mentoring process commences. This questionnaire covers a range of key criteria including availability, location, industry knowledge, career path interests, current role, and competencies among other factors.

1.8 What is the role of a mentor?

Mentors take on many roles, depending on the needs of the mentee.

A mentor can be a:

- » Guide
- » Sounding Board
- » Challenger
- » Supporter and Encourager
- » Confidante;
- » Career Coach
- » Networking Facilitator

In practical terms, a mentee may want their mentor to:

- » Offer an objective perspective on a variety of issues - which may include their career, current role, issues and challenges, relationships with significant people in their professional life.
- » Listen carefully to the things that worry them and excite them.



- » Help them solve their own problems by sharing experiences - the good and the bad.
- » Act as a sounding board to help them develop their ideas.
- » Provide support as well as challenge, to help them achieve their goals.
- » Assist them make critical decisions by sharing wisdom but also helping them see alternatives.
- » Give them unbiased guidance and support.
- » Help them extend their networks in the industry.
- » Encourage them and help them celebrate their successes.

1.9 What is the role of a mentee?

A mentee should follow the same guidelines as a mentor, with the addition of:

- » **Setting their career objectives** - the mentoring relationship's main aim is to help the mentee determine the broad career and personal development objectives they want to achieve and to follow them through.
- » **Demonstrate respect and consideration** - recognize that a mentor's time and energy are precious and to be used wisely.
- » **Drive the relationship** - mentees are responsible for driving the relationship, setting the agenda and arranging mentoring meetings. Mentees should raise the issues they'd like to work on and find their own solutions for issues that they may be facing.

1.10 The mentoring process

Opening event

- At this event mentees will receive some initial guidance on the mentoring process and how to make the most of this experience.
- This may also be the first meeting for mentees and mentors and will be a chance to network with others in the program

Mentoring sessions

- These sessions are driven by the mentee and occur throughout the 6-month program

Mid program meet-ups

- The coordinators of this program will organise mid program catch ups as an opportunity to check in on the process and encourage discussion between mentees and mentors on how they have found the program so far

Finalising the program

Some mentoring partnerships end with the successful completion of development objectives, some do not for a few reasons. Even unproductive or unsatisfactory mentoring relationships can benefit from a good closure. The key to a successful closure is being prepared with an exit strategy. A good exit strategy has four components:



- » A development conclusion (discussing the learnings that took place because of the relationship while working towards the achievement of the development objectives).
- » A process for integrating what was learned (a conversation focusing on how to apply the learnings and take it to the next level).
- » A useful way of celebrating achievements (planning a mutually satisfying way to celebrate the successful achievement of objectives).
- » Finishing up (both parties agree on ways of keeping in touch, if appropriate and/or mutually desired).

At the completion of the program, the coordinator will organise a function to celebrate your achievements, obtain feedback and review the program's success.

Part 2: Mentoring Toolkit

2.1 The First Meeting

The first meeting should be about establishing the relationship. We suggest you:

- » Get to know each other.
- » Identify what the mentee is hoping to achieve by being in a mentoring relationship and set goals and objectives.
- » Agree when, where and by what means you will meet or be in contact, e.g. face-to-face, telephone, Teams/Zoom (video conference), email.
- » How you will work together.
- » Discuss confidentiality and trust
- » Responsibility – who will do what?
- » How you will resolve issues.

In this section you have a list of tools which will help guide you through the first and subsequent mentoring sessions.

Please Note: You do not need to use any of the tools provided in this section or sign any agreements to participate in this program.

2.2 WinRSA/WIMnetSA Mentoring Agreement Tool

Name of mentor: _____

Name of mentee: _____

How often will we communicate?

How will we communicate?

Mentee's Top 3 expectations for their mentor:

1. _____

2. _____

3. _____

Mentor's top 3 expectations for their mentee:

1. _____

2. _____

3. _____



2.3 Agreement on the mentoring process and the relationship

- » The mentor and mentee acknowledge and understand the objectives of the program and agree to participate in the program in a conscientious, respectful, courteous and professional fashion, with good faith towards and the best interest of both parties.
- » Mentor and mentee will agree appropriate boundaries for their relationship (including the communication and expectations detailed above) and not impose beyond what has been agreed.
- » Confidentiality and mutual trust are critically important for both parties in a mentoring relationship. The mentor and mentee agree that during the course of the program they may become acquainted with or have access to confidential information of the other party and agree, that both during and after the program, to maintain confidentiality. The mentor and mentee agree that, they will not, both during and after the program for whatever reason, make improper use of this confidential information acquired by virtue of the program to gain directly or indirectly an advantage for oneself or for any other person or to cause detriment to the other party.
- » Mentor and mentee must be open and truthful about the relationship itself, reviewing from time to time how it might be made more effective.
- » Mentor and mentee must use their discretion to attend to and deal effectively and quickly with any potential conflicts of interest of a commercial or personal nature.
- » Mentor and mentee must both respect the position of third parties, such as employers, supervisors or colleagues.
- » Mentor and mentee must respect each other's time and other responsibilities and must not impose upon the other any obligations or make any demands beyond what has been agreed between them, and what is reasonable.
- » Mentor and mentee share responsibility for the finalisation of the relationship, when it has achieved its objective.

Role of the mentor

The mentor may take many roles. They may set an example, act as a sounding board, help build the mentee's networks and career support. Sometimes it will be to simply be there and listen and offer another point of view.

The mentor may:

- » assist in the developmental process of the mentee
- » act as a sounding board for ideas from the mentee
- » assist the mentee to network with appropriate groups and individuals
- » provide guidance and direction to the mentee.

The mentor will not:

- » have involvement with the day-to-day development of the mentee's actual job; or
- » make contact with the mentee's immediate supervisor or employer without the express agreement of the mentee.

The mentee:

- » as the main beneficiary of the mentoring process, the mentee will drive the process and be 'self-authoring', unless agreed otherwise with the mentor;
- » is not obliged to follow the mentor's guidance or advice; but
- » has a responsibility to consider the guidance given in as open a manner as possible.

By signing this Agreement, both parties acknowledge that they:

- have read, understood and agree to the **Terms and Conditions**, and
- agree to abide by this **Mentoring Program Agreement** for the term of the mentoring relationship.

Mentee's Signature

Mentor's Signature

Date:

Date:



2.4 First Meeting Tool

Background information (mentee)			
Name of Mentee			
Job Title/Employer			
Tel (BH)		Email	
Mobile			
Background (work history, educational qualifications, areas of interest):			
Mentee development needs			
Discuss areas/strengths to build on and areas for growth to improve on. What knowledge, skills, attitude changes, and resources does the mentee need? It is important to reach agreement on some objectives in the first couple of sessions, even if they change later.			
Immediate objectives			
Longer term objectives			
Managing the relationship			
Expectations of each other			
How often, when, where			



and how we will "meet"	
Modes of communication	
Limits or constraints on our interaction and how we will manage these	
Challenges we are likely to face and what we can do to prevent or manage these	
Any other agreements	
Specific assistance the mentor may be able to provide	
How we will know we have been successful	
Action items to complete before next meeting	
Next meeting date, time, place, mode	

2.5 Template Meeting Tool

(for subsequent mentoring sessions)

Date:		Time:	
<p>Progress made/successes to celebrate</p> <p>Reflect on what has happened since the last session? What have you done that you are proud of? What are you noticing?</p>			
<p>Challenges: What obstacles do you see in your journey? What do you need to focus on?</p>			
<p>Specific goal(s)/topic(s) for this meeting</p>			
<p>How can your mentor best support you?</p>			
<p>Key things learned from this meeting</p>			



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Follow-up actions	
Mentee	
Mentor	

2.6 Goal Setting Worksheet for Mentees

Summary of important values and key strengths, with your personal and professional vision

My Most Important Values
1.
2.
3.
4.
5.
My Key Strengths
1.
2.
3.
4.
5.
Jumping ahead to the end of my life, what are the 3 most important lessons I've learned and why are they so critical
1.
2.
3.
When I think of someone I deeply respect, the 3 qualities I most admire are:
1.
2.



3.

What is the one sentence inscription you would like to see on your tombstone that captures who you really were in your life?

Describe yourself when you are at your best.

Now write your vision statement in the present tense. It should be practical and deeply inspiring, and reflect the person you most want to be in your personal life and work life.

My personal vision, reflecting my most important values:

My work/career vision, reflecting my personal vision and most important values:



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Adapted from Loehr and Schwartz, (2003) The Power of Full Engagement, The Free Press: New York

2.7 Mentoring Resources

Mentoring Matters: Three Essential Elements Of Success,
Forbes magazine, 2020

<https://www.forbes.com/sites/maryabbajay/2019/01/20/mentoring-matters-three-essential-element-of-success/#40926e545a9f>

Men can improve how they mentor women. Here's how
Harvard Business Review, December 2016

https://hbr.org/2016/12/men-can-improve-how-they-mentor-women-heres-how?utm_campaign=HBR&utm_source=linkedin&utm_medium=social

Australian Women in Resources Alliance (AWRA),
From AWRA's Knowledge Centre

<http://awra.org.au/knowledge-centre/>

Women as Mentors: Does She or Doesn't She? A Global Study of Businesswomen and Mentoring
Development Dimensions International, 2013

http://www.ddiworld.com/ddi/media/trend-research/womenasmentors_rr_ddi.pdf

Why mentoring benefits the mentors too

Women's Agenda, 2012

<https://womensagenda.com.au/?s=why+mentoring+benefits+the+mentors>

Mentoring, Organizational Rank, and Women's Perceptions of Advancement Opportunities in the
Workplace

Christa Ellen Washington, Forum on Public Policy, 2010

<http://files.eric.ed.gov/fulltext/EJ903579.pdf>

Make mentoring work for you: Ten strategies for success

Association for Talent Development, 2009 (need to sign up to read)

<https://www.td.org/Publications/Magazines/TD/TD-Archive/2009/12/Make-Mentoring-Work-for-You-Ten-Strategies-for-Success>

