



MENTORING  
PROGRAM



By in-house counsel | For in-house counsel®

# FUTURE LEADERS MENTORING PROGRAM HANDBOOK



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## DEDICATION

ACC Australia would like to recognise and thank the support of all of those who contributed to the development of our Mentoring Program. We have maintained a mentoring program since 2006 and its success can be defined by the willingness of ACC Australia (previously known as ACLA) members to give time to share their learnings. To all our past, present and future mentors, we thank you for this valuable gift.

In addition, we thank the many people who have given advice and support in the development of the program. In particular, we acknowledge the support of the NIBA College of Insurance and Risk Professionals, the Australian Human Resource Institute, past Program Facilitator, Alan Seale and Peter Wilson, author of *Make Mentoring Work*, and past CEO Trish Hyde. The development of the handbook has been possible through their assistance and guidance.

The previous versions (2016, 2017, 2018, 2019, 2020) and current version of the Mentoring Program Handbook (2021) were further developed by the program facilitator, Dr Karina Butera.

## PROGRAM SPONSORSHIP



Special appreciation extends to our good friends at Orbit Legal, the solution to exceptional legal resourcing. Orbit is proud to be a corporate partner and have been hosting the mentoring program events in Sydney and Melbourne since 2018.

Corrs Chambers Westgarth created Orbit to help businesses and legal teams manage workloads more efficiently and offer talented lawyers a different way of working. Whether you're a client looking for a temporary, high calibre legal resource who can add immediate value, or you're an exceptional lawyer wanting a more flexible way of working, Orbit is for you.

If you have a need for flexible resourcing, please make sure you include Orbit in your procurement process and let them know you are an ACC Australia Mentoring Program participant.



## WHAT IS MENTORING?

Mentoring is two minds sharing thoughts and wisdom, a combination of one more experienced and one less. The former (the 'mentor') is the guide from whom the latter (the 'mentee' or 'aspirant') can learn and reinforce understanding based on the knowledge shared to assist them in their professional career. Although the focus is on the learning of the mentee, both benefit from the exchange of views. Mentors often find new perspectives through the reflection of their personal journey. Mentees may start out hoping to emulate their mentor, but the true benefit is gained by finding how to make their own pathway with the supporting insights from their guide.

Mentoring is as old as the ages and yet as valuable today for personal development as it was in antiquity. The origination of mentoring comes from Greek mythology. In Homer's *Odyssey*, before Odysseus departed for a ten-year engagement to rescue Helen of Troy, he asked his best friend Mentor to take his place and teach his son, Telemachus, how to one day become King. Through Mentor's sharing of his knowledge and guidance, Telemachus learned how to, with guidance, navigate for himself the challenges that an heir to the throne experiences.

We have all had mentors in our lives. These are the people who have positively influenced us – often our parents, perhaps a teacher or a special friend from whom we learned important life skills. To think that it should stop when we become adults means we close ourselves off to learning from those who have travelled the path before. Remembering that mentoring can be naturally occurring, momentary, long-lasting and /or a structured process, there are many ways we can mentor and be mentored as adults.



## THE IMPORTANCE OF MENTORING TO PROFESSIONAL DEVELOPMENT FOR IN-HOUSE LAWYERS

It is widely recognised today, that mentoring is an important career training and development tool that not only assists an individual's career, but also results in raising standards of the profession. For in-house counsel mentoring is extremely important. The skills required to excel in-house are not taught at law school, are not gained in private practice and cannot be learned from a book. Most in-house counsel have learned through trial, error and success.

Particularly for those who are in sole in-house positions or working in small legal teams, being the legal representative within the business can be a lonely role to play. Being involved in highly confidential negotiations and being involved in mitigating risk to the organisation, can be politically challenging. To be able to seek guidance from a neutral, more senior member of the profession who "speaks the language" can be a huge relief for the in-house counsel who can feel like a fish out of water in their own company.

In-house legal work is serious business involving regularly dealing with conflict. Moreover, being a corporate function, in-house legal teams are often under-resourced and stretched. Meeting the demands of the business can be a constant challenge, and therefore stress management strategies are a crucial need for in-house lawyers. Having a confidante to share experiences with can be an excellent way of releasing the pressure and finding ways to deal with workload overwhelm.

Career advancement within one's own organisation can be difficult for in-house counsel, particularly those in senior in-house roles, whose next goal is to break into a general counsel position. Often there can be several others in the team with their eye on the boss's office. A good mentor can help their mentee find ways to stand out as GC potential and explore options for identifying skillset gaps and opportunity for further learning to be ready for that next career step.

Sharing this knowledge across the in-house community means that practical information and tested approaches spread through the profession. The result is that as a profession, in-house counsel continue to lift the stature and status on in-house, helping the transition from good lawyer to trusted adviser.

## THE MENTORING RELATIONSHIP

The mentoring relationship requires mutual respect, trust and openness. Both parties need to build rapport that is based on the sharing of values and the willingness to be truthful – this includes discussing weaknesses, vulnerabilities and failures.

It is important that the mentoring relationship is treated as a professional relationship. It is more than coaching because the mentor has specific experience in the area the mentee aspires to move into. It is not a counselling - the mentor is not there to assist with personal problems. It is a professional arrangement where the mentor shares insights from past learnings and the mentee is accountable for the actions they take.

Although often the goal of a mentee is to progress their career, the role of the mentor is not to be a recruitment consultant. Under no circumstances should the mentee ask the mentor to pass on information about upcoming employment opportunities in their own workplace.

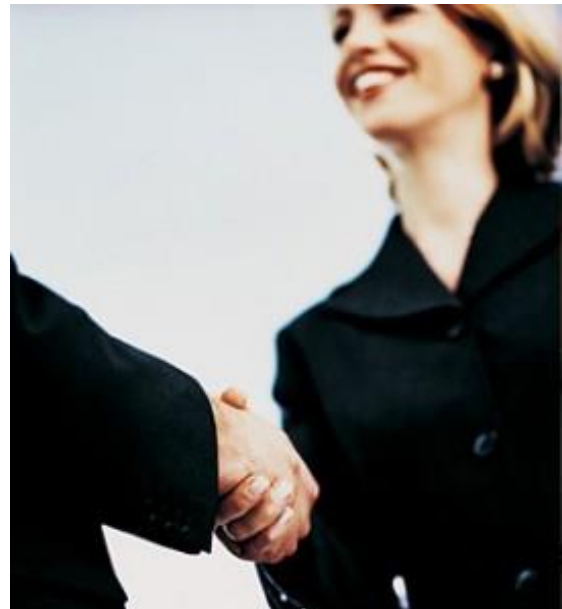
Should the mentor see opportunities to make introductions they feel would be advantageous for the mentee's network, this is entirely acceptable. However, these introductions are at the discretion of the mentor and should not put any party in compromising positions.

Together, the mentee and mentor should take time to get to know one another, align values and set clear expectations, communicate openly, deliver what is committed, share fears and failures, look for moments of truth and recognise when things have run their course.

Mentors are responsible for reinforcing the standards, norms, and values of being an in-house counsel. They offer support and challenge the mentee. They can give guidance but cannot take on the responsibilities of the mentee.

Mentees are responsible for their own development. They must be proactive, motivated and open to ideas. The mentee can admire the mentor's success or approach, but ultimately the mentee is responsible for finding their way of doing things – of finding their own path.

In a structured program such as this, the mentoring relationship is a finite relationship. We have found that nine-months is the right amount of time to allow for rapport and trust to build. Over the monthly sessions, the mentee is likely to have set short- and long-term goals and career plans, adjusted their professional style and working habits and learned valuable lessons to take forward into their career.



Eventually the mentee would have achieved some smaller goals and exhausted their topics of exploration with the mentor, and this usually happens after approximately six to eight sessions. By the end of the nine-month program, it will feel right for the mentor and mentee to end their formal mentoring relationship and step into a post-mentoring relationship as collegiate friends. There is no reason why the mentor and mentee cannot or will not continue to catch up after the program, and in many cases remain in contact for years, sometimes decades, post the formal relationship.



## BEING A MENTOR

### *The role of the MENTOR*

A mentor has a defined role to play in the professional development of the mentee, which includes:

- Being committed to the personal and professional development of the mentee.
- Sharing insights gained from the successes and disappointments of their career.
- Listening actively and allowing the mentee to set the pace and agenda.
- Providing the mentee with encouragement and guidance.
- Acting as a sounding board and encouraging the exploration of alternatives.
- Giving feedback to assist the mentee's development in areas within the mentee's scope to improve.

### *The benefits of being a mentor*

It often surprises people that mentoring is not all about giving. Mentors can find professional and personal benefits. Mentoring benefits include the opportunity to:

- Develop interpersonal and leadership skills.
- Undertake self-reflection to help form goals and recognise the journey undertaken.
- Improve own self-awareness.
- See the world through different eyes and gain new perspectives.
- Give back to the profession and in doing so help in-house counsel benefit from your learnings.
- Review their own career path and gain confidence in their own knowledge and skills.



### *What makes a good mentor?*

The role of mentor can feel counterintuitive. Based on those that assisted ACC Australia to develop our program (see the dedication), the qualities of a good mentor are:

- Being approachable, friendly and creating a light and enjoyable environment for discussions (having a sense of humour is an excellent ice-breaking tool).
- 80% listening and 20% talking.

- Reinforcing the objectives of the business the mentee works for.
- Being reliable.
- Providing a confidential sounding board; being a safe haven and building a trusting relationship.
- Being open and comfortable in sharing failures and associated lessons.
- Drawing on parallel experiences and explain learnings from that perspective.
- Being a positive reinforcer.
- Facilitating the broadening of the mentee's network.
- Communicating as a peer and avoiding power imbalances.
- Challenging and encouraging broader thinking in an appropriate and encouraging way.
- Facilitating discussion, interaction and the exchange of information and ideas.
- Recognise and encourage excellence in others.
- Researches issues together, discussing ways to find answers and encouraging independence in the mentee.
- Providing support, patience, and enthusiasm.
- Ensure ethical standards and decisions are discussed and encouraged.
- Provide structure and appropriate feedback.

### *What a MENTOR does NOT do*

Some mentors can create a negative or even destructive experience for the mentee. A mentor should NOT:

- Be unreliable, breaking meeting times or running late.
- Set the agenda or advise based on their own ideals.
- Take phone calls or accommodate unnecessary interruptions during meetings.
- Be overly familiar, discuss irrelevant or inappropriate topics or cross professional boundaries.
- Self-aggrandise, making mentoring sessions 'all about him/herself', reliving their own careers, telling long-winded stories that are not relevant to the mentee.
- Be dismissive of the mentee's issues or ideas.
- Make disparaging comments about industry figureheads or associates.
- Tell the mentee what to do or make assumptions on what they need.
- Be argumentative, inflexible or closed-minded.
- Discredit an idea or option without providing clear logic behind this and providing suggested alternatives.
- Pursue their mentee as a prospective employee.
- Take on responsibilities for the mentee - a mentor does not do the work for a mentee.
- Attempt to have all the answers, taking away the opportunity for the mentee to find their own ideal solutions.
- Give up on the mentee after just one or two sessions.
- Make comments that are insensitive or belittling.



## BEING A MENTEE

### *The role of the MENTEE*

Being a mentee comes with specific responsibilities and expectations. A mentee will:

- Be clear about and take responsibility for their own personal and professional development.
- Actively engage with their mentor, practising openness and honesty to develop trust and ensure learning can occur at the most relevant level.
- Be receptive to feedback, open to different perspectives and to exploring alternative approaches.
- Be prepared to be challenged and to challenge, seeking always to understand.
- Be willing to prepare and carry out action plans aimed at their own development.

Specifically, the mentee should determine goals and objectives for the program, complete all tasks set by the mentor, commit to the program and schedule regular meetings with their mentor, develop reflective listening skills, and objectively evaluate progress.

### *The benefits of being a mentee*

The benefits of being a mentee are most often cited as relating to the personal and professional development gained from interacting with a more experienced professional. Additionally, the benefits of being a mentee in the ACC Australia Mentoring Program include:

- Having a neutral third party to discuss confidential issues outside of one's usual workplace.
- Developing interpersonal and leadership skills.
- Gaining insights into other industry, workplace and team norms.
- Gaining career and personal development insights.
- Learning how to manage specific challenges in the workplace.
- Building a career plan.
- Undertaking self-reflection and building self-awareness.
- Gaining greater self-awareness.
- See the world through different eyes and gain new perspectives.
- Having a safe environment in which to explore challenges and ideas.

### *What makes a good mentee?*

The mentee must work hard to get the full potential of the mentoring relationship. The qualities of a good mentee are:

- To be proactive and flexible in making meeting times.
- To be reliable – honouring meeting commitments and being on time.

- To embark on the process with hopes and dreams and be willing to discuss them.
- To be honest about current reality – not simply project how they wish to be perceived by their mentor.
- To chart objectives and maintain momentum.
- To probe the mentor to challenge their thinking and explore trial and error experiences.
- To consistently complete preparation, homework and readings.
- Keeping their mentor up to date with their progress.
- To engage in reverse mentoring where appropriate.
- To network as encouraged by their mentor.
- To be prepared to let go - try new things, accept responsibility, accept feedback and adopt change.
- To build a trusting relationship and keep information shared by the mentor strictly confidential.
- Reflecting back to the mentor the key insights gained from mentoring sessions.
- Sharing successes that result from the mentoring with their mentor.
- Showing gratitude to the mentor for their time and generosity of sharing.

### *What a MENTEE does NOT do*

Mentors are generous with their time and sharing, and in some cases, can be disappointed by their assigned mentee. To ensure your mentor has a positive experience, a mentee should NOT:

- try to pass their responsibilities on to mentors.
- Be late or constantly reschedule mentoring sessions.
- Expect the mentor to set the agenda and have a miracle career progress formula.
- Pursue the mentor as a prospective employer.
- Expect the mentor to do the work for them.
- Take for granted the generous gift the mentor is giving them.
- Use mentoring sessions as an opportunity to complain about their boss or workplace without truly seeking solutions.
- Constantly blame external forces or others for their lack of progress.
- Expect their mentor to chase them for scheduling sessions or follow up on task progression.
- Show a general lack of enthusiasm or motivation towards their own career or the mentoring.
- Take phone calls or be distracted by text messages or social media during mentoring sessions.
- Be overly familiar and expect the mentor to be a buddy rather than a professional confidante.
- Put the mentor in a compromising position by asking for confidential information or inappropriate introductions.
- Expect the mentor to provide counselling that is outside of their area of expertise.



## MISSION STATEMENT

ACC Australia's mission for our Mentoring Program is to provide in-house counsel, regardless of career stage, a safe and empowering mentoring program that assists personal and career development and raises the capability of the in-house community broadly, thereby raising the overall status of the profession.

## OBJECTIVES OF THE MENTORING PROGRAM

Through the mentoring program ACC Australia aims to:

- Provide a framework for positive interaction between mentees and mentors.
- Encourage mentors and mentees in the development of leadership and interpersonal skills.
- Impact positively on the standing of the profession.
- Have continual evaluation integrated into the program thereby continually improving the program.

## ABOUT THE PROGRAM

Based on best-practice standards, the ACC Australia Mentoring Program:

- Is a voluntary ten-month program.
- It commences on 1 February and concludes 30 November each year.
- Is mentee-driven.
- Is managed by a dedicated Program Manager.

- Meets all standards of compliance and best practice as prescribed by the International Standards for Mentoring and Coaching Programs ([ISMCP](#)).
- Has a code of conduct to ensure a safe and confidential environment for professional development.
- Is a semi-structured program, providing resources for those wanting a prescribed process.
- Provides a mentoring training package for mentors and for mentees, earning CPD points.
- Includes three cohort events: at the launch, mid-point and close of the program. Program open and close events are held at the offices of the program sponsor in Melbourne and Sydney. Webinars are held for the mid-program review and for the launch for those in smaller regions to attend.
- Supports participants with a large library of videos, articles, templates and guidelines.

## IMPORTANT 2021 DATES

Event	Date	Time (Mel/Syd)	Location
Program Launch/Introduction	Monday 1 February	5.00-6.30pm	Melbourne
	Tuesday 2 February	12.00-12.45pm	Webinar
	Thursday 4 February	5.00-6.30pm	Sydney
Advanced Mentoring Skills Masterclass	Thursday 4 February	1.00-4.45pm	Sydney
Mid-Program Review – Mentees	Tuesday 13 July	12.00-12.45pm	Zoom
Mid-Program Review – Mentors	Wednesday 14 July	12.00-12.45pm	Zoom
Program Close	Monday 29 November	5.00-6.30pm	Melbourne
	Thursday 2 December	5.00-6.30pm	Sydney

## EVENT VENUES

### ORBIT LEGAL / CORRS GROUP

*Melbourne* Level 25, 567 Collins Street

*Sydney* Level 17, 8 Chifley, 8-12 Chifley Square

## PROGRAM LAUNCH

### *Webinar Dial-in Details*

When: Feb 2, 2021 12:00 PM Canberra, Melbourne, Sydney

Please click the link below to join the webinar:

**<https://zoom.us/j/97873928756>**

Or iPhone one-tap : Australia: +61871501149,,97873928756# or +61280156011,,97873928756#

Or Telephone: +61 8 7150 1149 or +61 2 8015 6011 or +61 3 7018 2005 or +61 7 3185 3730 or  
+61 8 6119 3900

Webinar ID: **978 7392 8756**

## MID-PROGRAM REVIEW – MENTEES

### *Zoom Meeting Dial-in Details*

When: Jul 13, 2021 12:00 PM Canberra, Melbourne, Sydney

Please click the link below to join the zoom meeting

**<https://zoom.us/j/98115857899?pwd=VHNSZWkwSi9ObG91dVBhTzNBNm9kUT09>**

Meeting ID: 981 1585 7899

Passcode: 099868

One tap mobile: +61370182005,,98115857899# Australia; +61731853730,,98115857899# Australia

Dial by your location: +61 3 7018 2005, +61 7 3185 3730; +61 8 6119 3900; +61 8 7150 1149; +61 2  
8015 6011 - Meeting ID: 981 1585 7899

## MID-PROGRAM REVIEW – MENTORS

### *Zoom Meeting Dial-in Details*

When: Jul 14, 2021 12:00 PM Canberra, Melbourne, Sydney

Please click the link below to join the zoom meeting

**<https://zoom.us/j/95870415334?pwd=cC9RcWpiZVJDZXZSbkcxehkTlhDdz09>**

Meeting ID: 958 7041 5334

Passcode: 567979

One tap mobile: +61370182005,,98115857899# Australia; +61731853730,,98115857899# Australia

Dial by your location: +61 3 7018 2005, +61 7 3185 3730; +61 8 6119 3900; +61 8 7150 1149; +61 2  
8015 6011 - Meeting ID: 958 7041 5334

## PROGRAM MANAGEMENT



**Stephenie Vahala**  
Chair, MAC

The ACC Australia Mentoring program is managed by ACC Australia under the advisement of the *Mentoring Advisory Committee (MAC)*. There is at least one representative from each Regional Executive Committee present on the MAC to ensure the program caters to the needs of all members equally across Australia.

The MAC is chaired by **Stephenie Vahala**, who took on the committee leadership role in 2018, as the program embarked on a new level of growth – taking the leap from one to two programs per year. Having participated in the Mentoring Program as both a mentee and mentor, Stephenie brings a practical awareness of the challenges and benefits felt on both sides of the relationship.



**Karina Butera**  
Head of Programs

After five-years of facilitating the Mentoring Program as an independent consultant, **Dr Karina Butera**, who is an award-winning Master Coach specialising in Corporate Professional Development, joined ACC Australia full-time as Head of Programs. Karina has made a career from understanding individual and group behaviour, motivation, leadership and interpersonal dynamics. Karina is passionate about the powerful role mentoring plays in an individual's professional development. She manages the program with absolute care for each participant, studying each individual profile and recommending the most ideal mentor on a case-by-case basis.



**Kelly Kayne**  
Administration Officer

**Kelly Kayne** came to the ACC Australia head office team with a background in associations and event management. She provides administrative support to our Program Facilitator, assisting with database management, events preparation, minute taking, payment enquiries and website updates.



**Ingrid Segota**  
Executive Director

**Ingrid Segota** is ACC Australia's Executive Director. Having had strong mentoring role models and played the part of mentor to many she has inspired over her thirty (plus) year career in legal publishing and recruitment, Ingrid has been a passionate force in the growth of the program. She leads the strategic development of the Mentoring Program. Ingrid is an important liaison point with Corporate Alliance Partners ensuring the team is resourced to provide the best-in-class offering ACC Australia members have become accustomed to.





**Kellie Floyd**  
Senior Marketing,  
Communications and  
Partnership Manager



**Saima Siddique**  
Marketing,  
Communications and  
Partnership Coordinator

Matters relating to program marketing and promotion are managed by **Kellie Floyd** and **Saima Siddique**. Joining the team as a consultant with 15 years' experience in marketing, promotions and PR management, Kellie developed the highly successful marketing and promotional campaign for the launch of the newly formatted mentoring program in 2018. Having participated as both a long-term mentor and mentee in a previous workplace program, Kellie has experienced first-hand the huge benefits that come from the collaborative learning approach.

Kellie and Saima work with the Program Facilitator to ensure the program's message is delivered with optimum impact and high reach.

## Mentoring Advisory Committee

Stephenie Vahala, Chair (WA)  
[stephenie.vahala@dmirs.wa.gov.au](mailto:stephenie.vahala@dmirs.wa.gov.au)

Claire Bibby (NSW)  
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### Program Facilitator

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0403 562 924

Saima Siddique  
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03 9248 5544

### Strategic development and sponsorship

Ingrid Segota  
[i.segota@accglobal.com](mailto:i.segota@accglobal.com)  
03 9248 5511

## PARTICIPATION ELIGIBILITY

The ACC Australian Future Leaders Mentoring Program is only open to those who are currently either employed within or seeking employment in an in-house counsel role and a fully paid member of ACC Australia at the time of application.

### *Mentees*

Mentees should have completed relevant tertiary education to enable them to hold an in-house counsel role. The program is not limited to early career mentees. ACC Australia members may apply at any point in their career.

### *Mentors*

Mentors should have a minimum of five years' in-house experience. Mentors need to have good communication skills and the capacity to spend one hour per month for the duration of the program in either face-to-face or virtual mentoring activity with their assigned mentee.

## COMMITMENT

To ensure the program provides maximum value to both the mentee and mentor, it is expected that all program participants will commit to the following activities:

- Attendance of the program introduction event, either in person or through the webinar provided.
- Engaging in a minimum of six 45-75-minute mentoring meetings throughout the program (preferably meeting for an hour each month).
- Providing feedback and completing surveys as required by the program facilitator.
- Responding promptly to communications from their mentoring partner and keeping commitments as best as possible to meeting times.
- Notifying the program facilitator in a timely manner should difficulties of any kind occur during the program.

## ADMINISTRATION FEE

Program participation incurs a fee of **\$395<sup>+GST</sup>** for mentees, which is invoiced when a suitable mentor has been secured for the mentee. Administration fees cover some of the costs of program management.

Fees are not charged to mentors or to mentees who participate in the program as both a mentor and mentee.

## RECRUITMENT AND MATCHING

A recruitment campaign commencing three months prior to each program's commencement date. For there to be enough program participants to provide a strong mix of backgrounds and experience levels, the campaign is multi-channelled to reach a broad pool of program participants. Advertising occurs both within ACC Australia communications such as newsletters and publications, along with external social media hubs.

Many participants hear of the program from word-of-mouth, as the program has developed a strong reputation both inside and outside the association now that it has been running for over a decade. Not only do past program participants gain so much from the program that they repeat participation, but they play an active part in recommending the program to colleagues, members and non-members.

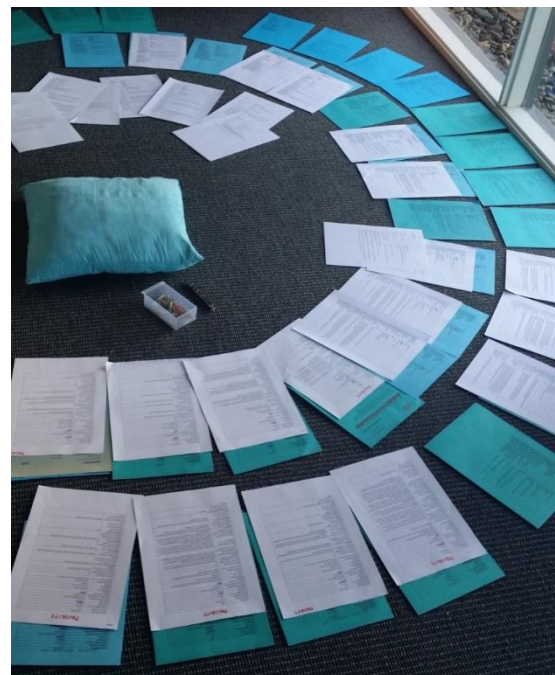
A waiting list is kept capturing the details of those who have either not been matched in the previous program or expressed interest between programs. Those on the waiting list are notified in person when applications open. Although there is no official maximum number for each program, those on the waiting list are always prioritised.

The application form is designed to enable mentors and mentees to be matched geographically, by years of experience, by specialisation and professional development needs.

Matching is personalised and performed by the mentoring program facilitator, who treats each application form as an individual person whose needs and situation are understood as best as possible based on the information provided. LinkedIn profiles are also used as a way of gathering a full picture of each individual program participant.

The program facilitator conducts matching using the following process:

1. Mentees and mentors are placed into matching pools based on geographic requirements.
2. The mentoring program facilitator orders application forms from most to least experienced with the goal of matching the more experienced mentors with the more experienced mentees.
3. Preferences and special requests are taken into consideration and the strongest possible matches are made on a qualitative basis. As a default position, the program facilitator will always attempt to make matches in the same geographical area.



However, where the participant has noted the best match is most important, options interstate will be considered in the matching process.

4. In the first round of matching, the facilitator will only make matches “in principle”, which means the mentor and mentee application forms are literally paperclipped together.
5. In cases where there are several possible options or the program facilitator has doubt in the match that appears appropriate, she will contact the mentee or mentor to clarify and decide together on the best fit.
6. Once all matches have been made in principle, the program facilitator then emails each mentee to provide them with details of the selected mentor for approval.
7. There may be times where there is conflict of interest due to unknown circumstances, and in those cases the program facilitator will replace the mentored selected with another applicant in the mentor pool.
8. Once approval has been received by the mentee, the program facilitator will email the mentor for approval.
9. When approval has been given from both mentor and mentee, the program facilitator will then introduce mentor and mentee by email, at which time they are free to connect and arrange their first meeting.

## MENTORING PARTNERSHIP AGREEMENT

Although we do not enforce the rule, it is expected and in the best interests of both the mentor and mentee, to have a formal partnership agreement defining the expectations and confidentiality agreed to. A [Mentoring Partnership Agreement form](#) is provided for you in the “Forms and Templates” on the ACC Australia website Mentoring Resources page.

The agreement ensures the following aspects of the partnership are discussed, understood and committed to:

- Logistics - when, where and how the pair will meet.
- Confidentiality – any specific requests regarding confidentiality and rules regarding disclosure outside of the partnership.
- Structure – how formal the program will be and what format will meetings take.
- Rules – whether between-sessions contact is permitted and in what circumstances.
- Commitment – expectations and measures for keeping focused and accountable.

Should either party lose momentum through the program, the agreement can be referred to as a tangible discussion point.

## MENTOR TRAINING

To ensure that both mentors are feel fully equipped to make the most of the program, training is provided. Training is not mandatory but is highly recommended to prepare you to be your most effective in the program.

The training has six modules that you can self-pace through. Should you undertake the training and assessment provided, you will be assigned **four CPD points**.

### *Mentor Training*

The training package for mentors covers the meaning and history of mentoring, characteristics and skills required to be a good mentor, along with guidance on how to develop stronger listening, questioning, challenging and skills in managing the relationship.

### *Mentee Training*

The training package for mentees covers the meaning and history of mentoring, goal setting, meeting preparation, dealing with difficulties in the mentoring relationship, tips on good questions to ask the mentor, skills development checklist and staying motivated after the mentor relationship ends.

## MENTORING MEETINGS

It is entirely up to the mentee how formal or informal the program will be structured. However, research shows that the more structured the framework of the program and meetings, the better the outcomes for the mentee. To follow are some guidelines which will help you decide on the best routine for your program.

### *Meeting Location and Timing*

The location and timing of meetings is determined by the mentor and mentee. We recommend it be outside the office and in a location where you can talk openly and is conveniently located for both parties. If your mentoring partner is in a location that makes it hard to schedule face-to-face meetings, schedule meetings at a time that is best for both parties.

### *Suggested Framework for the First one to two Mentoring Meetings*

The first meetings are to start to get to know each other. This framework is just one way to conduct your first meetings and each pair can choose how they would like to proceed.

## *Introductions*

The most important aspect of your first session together is to start to get to know each other. Here are some topics that you may want to consider.

- Why you wanted to be a part of the Mentoring Program and what you are looking to get out of it.
- Your current roles, what you like most about them and how you got to this part of your career.
- Sharing basic information about personal life, such as parental status, pastimes and special interests.

## *Housekeeping*

The first session is the time to set an appropriate framework and set of expectations for the program. This could include:

- How you would like to work together
- What are the boundaries of the relationship - confidentiality issues; commercial issues; expectations of each other; and availability
- Discuss any areas of sensitivities or cultural matters that need to be understood.
- Discuss the best way the mentor should relay critical feedback
- Agree the calendar of meetings for the year – the times, duration, location and frequency
- Complete your mentoring agreement (see resources)

## *Goal setting*

Once you have a level of comfort and understanding between you, you will move to discussing the specific goals you each have for the program. In many cases you will not have time in your first session to advance to the goal setting stage, and this should be placed on the agenda for the next session. Try to have the second session within two weeks of the first one so that momentum can be achieved.

Some areas of discussion that may help the mentee better understand themselves and set their goals are:

- What are your greatest achievements?
- Who are the people who inspire you most and why?
- What do you value in a working relationship?
- What areas of your job do you find most challenging?
- Where do you want to be in one years' time and in five years' time?
- Where do you not want to be in one years' time and in five years' time?
- When have you failed and what did you do?
- In what areas do you feel you require the greatest improvement?
- For you to look back at this program as a success in nine months' time, what would have happened?



Ensure goals are **'SMART'**: specific, measurable, attainable, relevant and time-framed.

### *Follow up sessions*

In each follow up session you will first review the action items from the previous meeting. Once this has been done, agree to priority topics for the meeting agenda and work through them from most to least important.

It should be noted that if you expect to claim CPD points for your mentoring, a more structured approach and clear record keeping of meeting times, learning objectives and outcomes will be required.

The cycle of discussion includes setting a goal then exploring the current problems or challenges in achieving the goal, outlining the various obstacles and perceived threats. Next all viable options will be explored. This is where the mentor will share their own experience and perspectives. Once all options have been explored, the mentee will decide on a strategy or approach that works best for them, setting specific steps and action items. The mentor holds the mentee accountable through checking back in with the mentee periodically and assessing progress at the next meeting.

## CPD POINTS AND RECORD KEEPING

The Mentor and Mentee training packages offered as part of this program are highly recommended, but not essential. Should you complete the training and assessment, you will have 2 CPD points added to your ACC Australia CPD Tracker.

The case for claiming your mentoring sessions as CPD activity is a complex. Continuing professional development (CPD) regulations and compliance guidelines differ from state to state, and none explicitly list 'mentoring' as a CPD activity. However, a deeper reading of the guidelines would indicate that, when conducted in a structured program with appropriate record keeping, CPD points could be applied to mentoring at the rate of one point per mentoring session (assuming the session is one hour or more).

To demonstrate that your mentoring is legitimate CPD, you will need to:

- Demonstrate that there are clear learning objectives and outcomes.
- Have documented evidence of mentoring sessions including dates and times.
- Have written confirmation from your mentor that the learning outcomes have been achieved.
- Note which of the four required areas are covered in the session:
  - Ethics and professional responsibility
  - Practice management and business skills
  - Professional skills
  - Substantive law

A more detailed explanation of this matter for mentees can be found in the program resource library document: [Claiming CPD points for being mentored](#), and for mentors in: [Claiming CPD points for mentoring](#).

## PROGRAM RESOURCES

We have provided many resources for you on the ACC Australia website. These can be found at: <http://acla.acc.com/careers/program-resources>. Resources include:

- **About Mentoring** – general articles that give historical and instructional guidance on mentoring.
- **Program Information** – information specifically about this program.
- **For Mentors** – articles that are aimed at addressing the needs of the mentor.
- **For Mentees** – articles that are aimed at addressing the needs of the mentee.
- **Forms and Templates** – useful tools you can use to track and record your mentoring experience.

Program participants may download and utilise these resources as is necessary throughout the program.

If you are looking for a specific type of resource but cannot find it on the website, please contact the Program Facilitator for added guidance and to request a suitable resource is added to the website.

We are continuously improving our online resource library. If you have an article, template or form you think would be useful to add to the selection, please forward a copy to the Program Facilitator.

The Mentoring Program and relevant resources provided are a privilege allowed to full members of ACC Australia. We trust you will not reproduce or share program resources without first seeking written permission from the Program Facilitator.

## AWARDS

Since 2017, excellence in mentoring and achievement as a mentee have been formally recognised by ACC Australia. [Click here](#) to view past winners and review the awards selection criteria and conditions.

## HANDLING DIFFICULTIES

All relationships in life can throw up challenges and difficulties. In the mentoring relationship, the difficulties are usually when one party is not living up to their initial commitments, or simply a sense that the pair are not gelling. It is normal for rapport to take some time, so do not be disheartened if you do not have an instant sense “fit” with your partner. Remember too that your partner was selected for their suitability to your professional development needs, not necessarily because they are “like” you, so a level of discomfort can be expected.

Guidance can be sought at any time from the Mentoring Facilitator or the Mentoring Advisory Committee. The first step is to see if the issues can be resolved through a respectful, open conversation with your mentoring partner. However, if difficulties become beyond your ability to overcome, ACC Australia will try to assist in whatever way is most appropriate.

## CODE OF PRACTICE

Both Mentors and Mentees are expected to abide by the conditions of the ACC Australia Mentoring Code of Practice.

### **Mutual respect**

Both parties must treat the other with respect. The mentor will respond to the mentee's needs and agenda, not their own and the mentee will respect the boundaries of the relationship and the time the mentor is giving. Neither party will intrude on matters the other wishes to keep private.

### **Honesty and openness**

Both parties should be themselves and open up truthfully to the other about themselves and the relationship to get the most from the program.

### **Confidentiality**

Both parties must respect the confidential nature of the relationship. Business and personal information that is shared cannot be used for personal gain and if a conflict of interest arises all confidential material must be returned immediately.

### **Ownership**

The mentee must take ownership of the process and the outcomes and the mentor should empower the mentee to do so. Both parties must consider and respect the boundaries of the relationship.

### **Commitment**

When you become a mentor or a mentee you make a large commitment to another person. Not all pairings will be right and ultimately either party can dissolve the relationship. However, before taking such a strong stand, but both parties should try to make it work and seek advice.

### **Authenticity**

Mentors and mentees need to be aware that everyone has limits to their knowledge and experiences. Not all issues will have answers and mentors need to feel comfortable to express their limits, and help the mentee find places to look for the answer.

### **Non-exploitative**

Neither party should use the program to seek commercial information, employment or any non-mentoring personal advantage from the other party.

### **Saying goodbye**

Both parties should consider the length and closing point of the relationship. The program runs for nine months, but pairs may choose to continue the relationship longer or less based on needs and mutual agreement.

## FREQUENTLY ASKED QUESTIONS

### *Who decides who will be admitted into the program?*

All full members are eligible to participate in the Program. Dependent upon demand and appropriate matchings, it may not always be possible to accommodate all applicants and a wait list is maintained in these circumstances. The program facilitator is responsible for all decisions regarding who is included in the program.

### *Do I have a choice about who I'm matched with?*

The matching process is designed to find the best match for your specific growth needs.

In some cases, the program facilitator will contact applicants if the choice is not obvious and the mentee and/or mentor will be involved in the decision making.

If you receive an email announcing a match has been made, this means the partner selected meets your requirements better than any other match. You will be notified of your match once final selections have been decided and you will have access to review their LinkedIn profile or other biographical information provided.

If there is a perceived conflict of interest in the match made, you will have one week to contact the Mentoring Program Facilitator. It is unlikely we will be able to rematch you as this would mean swapping over another confirmed pairing (in many cases, several) and inconveniencing other program participants. If there has been a surplus of mentors, we may be able to select a different mentor from the unmatched pool.

If we are unable to find a suitable replacement, you may opt to be put onto the priority list for the next program.

### *What if I can't attend one of the events?*

It is an expectation of the program that you attend the program introduction event. Introduction events are held in Melbourne and Sydney at a venue provided by the program sponsor. For those unable to attend an event in either location, a webinar program introduction is provided. The webinar is recorded, and you can view that at your convenience after the event.

### *How much time will I need to dedicate to the program?*

The time commitment is modest and typically involves eight to ten meetings over a nine-month period. Meetings often are longer on the first few catch-ups as you get to know each other, so you may expect up to 90 minutes per meeting in the beginning of the program. How long you are willing to spend in meetings with each other is something you will decide up front with your partner along with the frequency and place of meetings.

In addition, there are three events you available throughout the program. The first, and most important event, is the opening event where you will learn how to make the most of the program. Attending this is a very positive way to meet your mentoring partner and network with other program participants.

Halfway through the program, there is a one-hour webinar – one for mentors and one for mentees, which you are required to attend to share your experience of the program so far and gain instructions for the second half of the program.

There is an optional closing event in Melbourne and Sydney for those who wish to attend. There is no closing webinar, but you will receive guidelines on how to conduct your final mentoring session.

### *What is discussed during a typical mentoring session?*

The discussion is up to the mentee to decide. It may be regarding career pathways, dealing with difficult situations at work, management skills, developing a broader network or balancing workload with out of work commitments. The mentee should be aware that their mentor is not a counsellor and leave deeply personal problems out of the conversation.

### *Who should initiate the catch ups?*

It is the responsibility of the mentee to make the first contact with the mentor, and then to set times for future sessions. It is recommended to set meeting dates for the entire nine-months at the first session. Of course, these may need rescheduling later, but by having them in your calendar you will be more likely to keep your commitment to the mentoring process.

### *What if I don't feel comfortable with my mentee/mentor?*

It is likely that the first meeting with your mentee/mentor may be a little awkward or uncomfortable. If you are a mentor, take the lead and engage in an encouraging way to help alleviate any nervousness the mentee may be experiencing.

It may be that your discomfort is because of a difference in personality style or perspective. This is actually a positive sign – being drawn out of your comfort zone is what mentoring is about! Your mentor may challenge you to try different approaches or accept understandings that go against the theories you've been taught. Likewise, your mentee may have new learnings and ideas that conflict with the 'tried and true' you have worked with in the past. The conflicting personalities or views provide a great opportunity to broaden your thinking and gain a different perspective.

If you feel irretrievably dissatisfied with your mentoring partner, please contact the Mentoring Program Facilitator to discuss options. Unfortunately, we cannot necessarily switch your partner, but we will do the best to come to a positive outcome.

### *If my mentor doesn't have experience in my industry, will the match be effective?*

Industry experience is not necessary to broaden your understanding. Further, there may be conflict of interest (for example, working in competitor organisations) to being mentored by someone in your own industry. Your mentor will have selected to be the best match based on your needs, experience and mentor availability.

### *What if I need to take a break from the program?*

It is expected as part of your partnership agreement that you can commit to regular meetings over course of the program. If you are a mentor and are unavailable for more than a two-month period, we assume you would make extra time available for your mentee to ensure meaningful learning and results. If you are a mentee, whatever breaks you take throughout the program will be to your own professional development detriment. You cannot expect your mentor to take extra time if you have been out of contact without prior arrangement. When you develop your mentoring framework in your first session ensure you discuss your calendar and commitment to your role.

### *Will I get a certificate after completing the program?*

At present we do not have the resources to provide certificates. However, your mentor may (at their discretion) be prepared to write you a short reference confirming you have participated in the mentoring program. Clearly, they will be more inclined to write you a reference if they have found you to be willing, engaged and reliable throughout the program.

### *Other questions?*

If you have a question that isn't covered in this handbook, please address it to  
[mentoring@accglobal.com](mailto:mentoring@accglobal.com).

### ***How useful was this resource document?***

We welcome feedback on all documents in the ACC Australia Mentoring Program resource library. If you have any comments to make about the usefulness of this document, including suggestions on how to improve it, please email [mentoring@accglobal.com](mailto:mentoring@accglobal.com).