

# Pacific Wayfinders mentoring program

Stage 1 - Preparation and negotiation  
Mentee



# Pacific Wayfinders mentoring programme: Stage 1 - preparation and negotiation for mentees

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## Introduction

Motivation Australia's Pacific Wayfinders mentoring programme responds to a need for targeted continuous professional development (CPD) for people that support the health and rehabilitation sectors in the Pacific region.

### **Pacific Wayfinders project**

The Pacific Wayfinders project aims to harness the expertise of experienced health professionals, organisational leaders and other experienced professionals from Australia, New Zealand and the Pacific Islands to deliver continuing professional development (CPD) opportunities to strengthen the health and rehabilitation sectors in Fiji, Papua New Guinea, the Solomon Islands, Tonga and Vanuatu. CPD activities will be delivered to partner staff working to strengthen rehabilitation, assistive technology (AT) and diabetic foot care services.

Pacific Wayfinders is an initiative of Motivation Australia with financial support from the Australian Government and other donors.

### **Pacific Wayfinders mentoring programme**

The need for more continuous professional development opportunities, including mentoring, was first identified by Pacific region health workers at the 2019 Pacific Rehabilitation and Mobility Conference held in Nadi, Fiji. Ongoing requests from Pacific region health workers requesting both one on one and group mentoring has led to the introduction of this programme.

There is a growing health, rehabilitation and assistive technology (AT) workforce across the Pacific region. By providing an opportunity for the people in these workforces to collaborate with representatives of service users and other professionals outside of their own country, we aim to strengthen the capacity of these workforces and to provide an opportunity for personal and professional growth for mentees and mentors alike.

The Pacific Wayfinders mentoring programme was piloted in 2020/21 to develop the professional and personal skills of health workers and health service managers working in the Pacific region, by providing them with access to mentoring from experienced health professionals and business leaders in other Pacific Island countries (PICs), Australia and New Zealand. The pilot was highly successful. Participants in the mentoring programme have encouraged and supported Motivation Australia to run the Pacific Wayfinders mentoring programme again in 2021/2022.

*“Having a mentor in your life is really great. This program made me make a friend and enabled me to have an open discussion and share ideas and work-related questions with my mentor, it was very satisfying to me.”*

Mentee feedback, 2020/21 programme

Motivation Australia will provide supporting resources throughout the programme. These resources will provide background information and a framework for mentees and mentors participating in the programme. Motivation Australia recognises that each mentee and mentor pair will communicate, interact and achieve their programme goals differently. The programme and resources intend to

facilitate the participation and positive growth of the mentoring relationship, enabling participants to explore the great possibilities created when experience meets enthusiasm.

## Programme Purpose

The mentoring programme pairs personnel supporting the health and rehabilitation sectors in the Pacific region with experienced health professionals, organisational leaders and other experienced professionals in other PICs, Australia and New Zealand. The mentoring programme gives mentees an opportunity to meet, communicate, interact, learn and share with their mentor.

Through the structured programme, the mentee will be encouraged to drive the mentoring process and discussion, enabling them to gain insights and perspectives from experienced mentors, helping them to establish and work towards career goals, build confidence and develop their professional skills.

## What is Mentoring?

Mentoring is when *'someone with experience shares knowledge, skills, advice and life experience in a supportive and mutually beneficial learning relationship, to help guide another to reach their full potential.'* Mentoring relationships may develop naturally or via a formally structured programme, such as the Pacific Wayfinders mentoring programme.

### What is a mentee?

A mentee is a person who is actively committed to self-development and learning, who is goal-oriented and open to receiving support and guidance from other people to help achieve their goals.

In order to get the most from a mentoring experience, the mentee must be willing to ask questions, learn, define goals for their career and invest the time into realising these goals. A mentee always has the ultimate responsibility for their career and professional development.

## What are the benefits of mentoring, as a mentee?

As people supporting health, rehabilitation and assistive technology in PICs, it may be hard to connect with a mentor who works outside of your organisation, due to the relatively small number of health workers and health advocates in each country and the small number of organisations in each country.

The Pacific Wayfinders mentoring programme can connect you with leaders in health and business who are external to your organisation and who you may not have had the chance to connect with otherwise.

The role of a mentor is broad. As a coach, advisor and counsellor, a mentor can benefit you and your career or role in many ways, including:

- Providing insight into your career field or desired career field
- Increasing your knowledge of different organisational values, expectations and practices
- Providing perspective on your professional challenges and difficulties
- Providing non-judgemental and confidential feedback on workplace situations and professional work
- Coaching you through professional topics and skills
- Developing communication skills
- Increasing motivation and improving morale
- Building confidence and self-esteem
- Building professional networks and a support system

- Recognised clinical professional development
- Increasing the effectiveness of your advocacy efforts
- Strengthening your representational skills
- Helping to develop career goals and structured plans to achieve them.

In addition to being able to benefit you in these ways and more, the mentoring process enables the mentee to develop their interpersonal skills and emotional intelligence.

### **For the employers of the mentor/mentee**

Mentoring can provide both the mentor and mentee with benefits in a time efficient way. The benefits to the mentor and mentee help their employer by:

- Increasing mentee and mentor productivity
- Improving communication skills with a range of stakeholders
- Helping the mentee and mentor learn new skills, or improve existing skills
- Motivating the mentee and mentor.

## **Minimum participation requirements for the Pacific Wayfinders mentoring programme**

To get the most out of mentoring programme and give the best opportunity for professional and personal development, a successful mentoring relationship must exist between the mentor and the mentee, and the mentee must be invested in setting career goals and working towards them.

To enable a greater chance of a successful mentoring relationship the following minimum participation requirements exist for this programme:

- All participants must attend two induction sessions with Motivation Australia in October 2021 (dates and times to be advised)
- All participants must prepare for, and participate in, at least eight meetings together over an approximate nine-month period (October 2021 – July 2022)
- The mentee and mentor must attend at least four out of five group mentoring sessions facilitated by Motivation Australia (November 17, January 19, March 16, May 11 and July 6, times to be advised)
- The mentor must assist the mentee to set goals for the programme, their career and personal life, and negotiate the steps the mentee will take to work towards achieving those goals
- The mentor must assist the mentee to set open and clear boundaries and expectations for the programme
- The mentee must report to Motivation Australia after each meeting (via Facebook/WhatsApp group or email), with three things they have learned in their meeting and a photo from the recent meeting
- All participants must be willing to provide programme feedback and evaluation after the programme has ended.

**To gain a certificate of participation in the Pacific Wayfinders mentoring programme, participants must meet the minimum participation requirements outlined above.**

In addition to the minimum participation requirements outlined above, participants are also expected to:

- Keep a reflection journal after each meeting (reflection template provided)
- Participate in mentee or mentor group chats
- Dedicate time and availability to communicating regularly and frequently throughout the programme
- Behave in a manner that contributes to trust in the relationship.

**Note: As a guide to the time needed to commit to the programme, participants who fully participated in the programme in 2020/21 dedicated approximately 3 hours per month to the programme. This included time for meetings and communication in between meetings with their mentor/mentee.**

## Participant responsibilities and role statements

### Responsibilities of mentors and mentees

- Act in an ethical and professional manner towards all other participants and Motivation Australia personnel
- Maintain strict confidentiality and professional boundaries
- Commit to minimum participation requirements and commit to attending all pre-arranged meetings
- Discuss expectations of the programme in the first meeting and review throughout the programme.

### Mentee role statement

The specific mentee responsibilities include:

- Sign Mentoring Agreement with mentor
- Direct own learning
- Commit to professional and personal development
- Complete a personal vision statement and set goals to discuss with mentor
- Negotiate a commitment to ongoing and open communication through email or online text applications
- Initiate the organisation of all meetings and develop a meeting schedule (schedule can be reviewed and adapted if needed)
- Propose (informal or formal) agenda discussion topics for meetings, with mentor assistance
- Approach new ideas, information and feedback openly
- Reviewing and reflecting on their skills and knowledge and areas for improvement, including completing a personal vision statement and goal setting tool and regularly reviewing these throughout the programme
- Reflect on feedback and learning
- Be committed to the mentoring programme and put effort into building trust with their mentor
- Discuss and resolve issues raised in meetings.

## Confidentiality for mentees and mentors

During the mentoring programme, some topics or issues discussed may be personal, or of a sensitive or controversial nature. Anything discussed during the programme between mentors and mentees must remain strictly confidential. This means that nothing that is discussed in the programme should be discussed outside of the programme. By signing the mentoring programme agreement (appendix A) the mentor and mentee agree to maintain confidentiality.

## Matching mentees and mentors

Motivation Australia will use 'mentor profiles' to give mentees the opportunity to select a preferred mentor. Mentors will provide background information on their career, interests, goals, mentoring style and what they are looking for in a mentor to inform their mentor profiles.

All of the mentor profiles will be then sent out to the mentees, allowing them to select their first and second preferences of mentor.

In the situation that more than one mentee chooses one mentor, the mentor will be given the opportunity to provide mentoring to as many of those mentees they like, depending on their availability and willingness.

The mentor is under no obligation to choose more than one mentee to mentor and will be provided basic information about each of the mentees who have selected them to inform their choice.

In the situation that a mentor is not selected by any of the mentees, the mentor remains welcome to join group mentoring sessions if they wish to continue their involvement in the programme.

## Changing mentors or mentees

If the mentoring relationship is not developing as either the mentee or mentor had hoped, either the mentee or mentor can request to change their mentor or mentee. If you would like to discuss this more, please contact Tom at [tomfitzpatrick@motivation.org.au](mailto:tomfitzpatrick@motivation.org.au).

## Early closure

Situations may arise where it is necessary to end the mentoring relationship early. The reasons for this may vary and as long as this is clearly communicated with Motivation Australia personnel, this is perfectly acceptable. The early ending of the relationship is called an 'early closure' and can be initiated by the mentee or the mentor. No fault will be attributed in this situation and no one will be blamed for the early closure.

The process of an early closure can be facilitated between the mentee and mentor, or Motivation Australia personnel can also facilitate the early closure. Whoever chooses to end the relationship for whatever reason must do so with professionalism and respect.

## Programme review

To formally finalise the mentoring programme all mentees and mentors will be asked to attend a programme review session with Motivation Australia at an advised date and time. The programme review gives an opportunity for all mentees and mentors involved in the Pacific Wayfinders mentoring programme to give their feedback and discuss the difficulties and positive experiences they had during the programme.

All participants will also be asked to complete two evaluation surveys, one at the halfway point and one at the end of the mentoring programme. Together, mentors and mentees will also be asked to complete a mentee evaluation form, which evaluates the progress mentees have made towards the goals set at the start of the programme.

All evaluation material gathered helps Motivation Australia plan for the future programmes, evaluation material may also be de-identified and used for reporting to funders, the Motivation Australia board and for marketing purposes on the Motivation Australia social media and website. Motivation Australia welcomes all feedback and suggestions during and after the programme.

## Suggested programme framework

Motivation Australia has developed a suggested programme framework for mentees and mentors to follow throughout the mentoring programme. Participants may wish to follow this framework for all or part of the programme or they may wish to develop their own framework.

As you progress through the meetings, Motivation Australia will provide you with the suggested programme framework for the next stage.

Below is an outline of the stages in the suggested programme framework.

### **Stage 1: Preparation and negotiation**

- Meeting 1
- Organising the first meeting
- Personal vision statement tool
- Goal setting tool
- Expectations, boundaries and goals

### **Stage 2: Continuing negotiation, establishing relationship and identifying areas for growth**

- Meeting 2
- 'Getting to know each other' tool
- Reflecting on the mentee's values, strengths and identifying development priorities
- Meeting 3

### **Stage 3: Enabling growth**

- Meetings 4-7
- Research assignment(s)
- Sustaining the relationship
- **Mid programme review**

### **Stage 4: Closure**

- Meeting 8
- **Programme review**

## Stage 1: Preparation and negotiation

### Meeting 1

The first meeting is important to establish the relationship between the mentee and mentor and begin to form the objectives and goals for the programme. It is normal to feel nervous before and during the first meeting as a mentee and a mentor. Motivation Australia have developed the personal vision statement tool and goal setting tool to help participants during the first meeting.

A successful mentoring relationship begins by making sure the mentees and mentors share the same objectives and expectations of the programme. All expectations and objectives should be discussed openly between the participants at the beginning of the programme.

### **Organising the first meeting**

It is the responsibility of the mentee to contact the mentor to organise a time for the first meeting. Once the mentee has negotiated the meeting time with the mentor (remembering any time differences). If needed, please contact Tom at Motivation Australia ([tomfitzpatrick@motivation.org.au](mailto:tomfitzpatrick@motivation.org.au)) to set up a zoom meeting.

## **Personal vision statement tool**

The personal vision statement tool is a tool developed by Motivation Australia to help the mentee work out their most important values and establish a personal vision statement. The personal vision statement may guide them to where they want to get to and to achieve what they want to achieve.

Mentees should aim to at least partially fill in their personal vision statement tool before the first meeting as it will help the mentee and mentor to set goals for the programme, as well as helping the mentee to think about what they would like to achieve in the programme, their careers and lives.

## **Goal setting tool**

The goal setting tool is a tool developed by Motivation Australia to help the mentee develop SMART goals for the short term and long term. The goal setting tool should be filled out by the mentee with the assistance and guidance of the mentor during the first meeting. The goal setting tool should be reviewed throughout the programme to track progress towards achieving goals.

## **Expectations, boundaries and goals**

It is important that the mentee and mentor have a clear understanding of each other's expectations, boundaries and goals for the programme. These can be discussed and negotiated in the first meeting and should be upheld in any following meetings.

## **Other discussion points for first meeting**

**Commitment:** As per the minimum participation requirements it is essential that the mentee and mentor meet at least eight times over the nine-month period, however, this must be discussed and negotiated between the mentee and the mentor.

During the first meeting the mentor and mentee must also discuss the preferred method of communication outside of meetings, this may include via email or text applications.

**Preferred framework for meetings:** It is recommended to discuss what framework or style of meeting the mentee and mentor would prefer. Some people may wish to follow the suggested programme framework provided by Motivation Australia. Others may have their own framework or a more informal style of meeting. Any option for a framework is acceptable as long as it is agreed between the mentee and mentor.

## **Some difficulties that may occur in this stage**

As the mentoring programme is a mentee-driven programme, it is the responsibility of the mentee to lead discussion and plan future meetings. However, leading and organising meetings may be a new experience for the mentee and the mentor should be understanding of this and assist where required, especially in the first few meetings.

Try to plan the next meeting at the end of every meeting. Sometimes there will be a need to cancel a meeting as personal issues and work schedules change. Do not be disheartened by this as mentors and mentees are often busy people. If someone needs to cancel, it is best to give the other person three different time options to reschedule and try again.

Motivation Australia personnel will always be happy to reschedule a meeting for you. If meetings have to be rescheduled for whatever reason, this is OK. What is important is that you can meet a minimum of 8 times during the course of the programme, consistent with the minimum participation requirement.

**Once you have reached the end of stage 1, Motivation Australia will provide the suggested programme framework for stage 2.**

**Thank you for participating in the Pacific Wayfinders mentoring programme, for any more details or support please contact [danielnoll@motivation.org.au](mailto:danielnoll@motivation.org.au) or [tomfitzpatrick@motivation.org.au](mailto:tomfitzpatrick@motivation.org.au).**

Some of the framework and contents from this handbook were adapted from the Planning Institute of Australia's Mentoring Programme Handbook – For Mentees and Mentors, available at <https://www.planning.org.au/documents/item/8391>.