

Mentoring Guideline

Prepared for:

Programmed Property Services, Facility
Management & Group Employees

At Programmed, we aim to support and strengthen our position as a trusted employer by recognising the great work of our people and providing development and career opportunities internally. We believe in the power of collaboration and the value of learning from one another. In support of this, we have developed a mentoring program that aims to build employee capability, improve inter-department engagement and knowledge-sharing and retain talent.

Mentoring

Mentoring is a way to build skills and gain different perspectives, it is designed to enhance knowledge transfer, improve connectivity, and foster a positive workplace culture. It is a partnership where the mentor shares their experiences to help the mentee achieve their long-term career and personal development goals.

Mentoring aims to expose the untapped and hidden value of our people. It is a mutually beneficial connection whereby mentees gain knowledge, confidence, self-awareness, and the tools to support their career goals and strengthen their networks. While mentors have an opportunity to broaden their leadership, collaboration and communication skills and foster cross-generational/cross-functional learning.

Internal Mentoring Program

At Programmed, we strongly advocate it's Your Career, Your Opportunity. We encourage and support our people to actively pursue their goals, whether it be to advance their career, diversify it or be the best they can be in their current role. Programmed's internal mentoring program aims to support our vision of building outstanding people by connecting our experienced and knowledgeable employees with our emerging talent.

Programmed's internal mentoring program aims to match mentees with a mentor whose experiences, knowledge and expertise align with supporting the mentees professional goals.

On a 6-monthly basis, the business will seek an expression of interest from potential mentors and mentees.

Before applying, both prospective mentors and mentees will need to speak with their manager to determine if they have the capacity and support to commit to the mentoring program. Managers will need to consider business priorities, role requirements, the employee's potential and career aspirations before approving.

Applications will be assessed and matched based on the mentor's expertise and experience corresponding with the mentees' needs. Where practicable, mentors will not be matched with a direct report and ideally from a different department to increase networking opportunities and provide diverse perspectives.

While every effort will be made to make sustained and mutually beneficial connections, should either party feel it is not a good fit, we encourage both parties to engage with the HR team to discuss a way forward.

Connections are supported through each stage of the program with training, documentation and dedicated mentoring allies.

- Before committing to the program, mentors and mentees should attend the "Mentoring at Programmed – information session" which is run quarterly and provides an overview of the program.
- The Mentoring Handbook provides a loose agenda to assist in navigating the connection and includes information around setting goals and tips for building the connection.
- We have a dedicated Teams channel for Mentors and Mentees to communicate privately as well as the ability to share their learnings and experiences on the wider mentoring Teams network (it is also a great tool to enhance your Programmed network).
- Our mentoring allies will check in with you quarterly but are available anytime by contacting mentoring@programmed.com.au.

The connection is designed to run for up to 12 months, should the mentee achieve their goals in a shorter timeframe, the mentor and mentee can mutually agree to end the connection. It is important to use this time effectively, ensuring meetings are focused, productive and documented and that both parties come prepared and do what they say they are going to do.

Interested in becoming a Mentor?

Mentors need to be committed to supporting and building the capability of others; great mentors help mentees see their own talent and potential. Mentors need to ensure that they have the capacity to meet with the mentee regularly, actively listen and offer guidance and support.

To take on the role of mentor, individuals will need to first speak to and receive an endorsement from their line manager. Once the endorsement has been received complete the Expression of Interest form located [here](#).

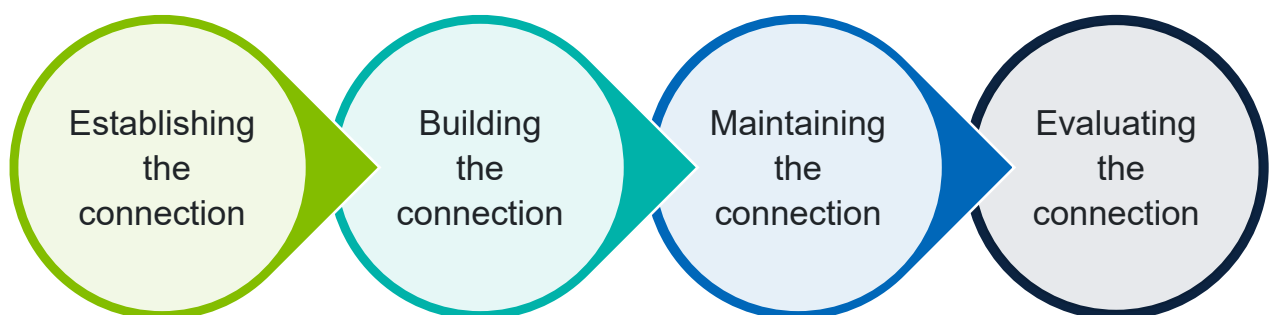
Interested in becoming a Mentee?

Mentees are responsible for driving the mentoring partnership as such, you will need to be committed, motivated and open-minded. You will need to take accountability for the process, your mentor will provide recommendations and encouragement, but it is your responsibility to develop clear goals and objectives, communicate progress and undertake the necessary learning and development activities.

To take on the role of mentee, please speak with your line manager to gain approval and then complete the Expression of Interest form located [here](#).

The Mentoring Connection

There are four key stages to the mentoring connection:



Stage 1 – Establishing the Mentoring Connection

Once matched, the mentee should connect with their assigned mentor and introduce themselves, communicate their purpose and establish a mutually agreed framework. The Mentoring Agreement is found in the Mentoring Handbook – Programmed Property Services, Facility Management & Group and requires the mentor and mentee to establish a meeting schedule, define clear boundaries, outline the role each person will play, determine conflict/problem resolution methods, and discuss the need for confidentiality.

The first meeting is an opportunity to get to know each other; each mentor-mentee relationship is unique, so it is up to each connection to make it their own and set themselves up for success by setting boundaries and communicating expectations.

For tips and guidance in preparing for the first meeting and setting goals for the mentoring connection, check out the Mentoring Handbook – Programmed Property Services, Facility Management & Group.

Stage 2 – Building the Mentoring Connection

Building an effective mentoring connection requires time and trust; as the mentor or mentee, ensure you do what you say you are going to do, remain open to the process, aware of your strengths and weaknesses and be receptive to other people's perspectives.

A great mentoring connection should meet regularly, hold each other accountable, provide constructive feedback and bring out the best in each other. And remember, discussions should remain private and confidential unless both parties agree otherwise.

Throughout your connection, we suggest identifying 4 - 6 areas that you would like to work on during this experience and document them in the Mentee Worksheet (attachment 2 of the Mentoring Handbook – Programmed Property Services, Facility Management & Group).

Stage 3 – Maintaining the Mentoring Connection

As the connection progresses, mentoring conversations will assess progress against specific goals agreed for the connection and development activities undertaken. Mentoring goals can be updated and created as needed and recorded in the Mentee Worksheet.

The mentoring sessions are a great 'accountability tool' for the mentor and mentee to remain focused on their goals. By defining what progress looks like, it becomes easier to identify development activities and actions that will support the mentee to achieve their objectives.

Stage 4 – Evaluating the Mentoring Connection

Evaluating the mentoring connection can be either informal or formal and takes place throughout the mentoring connection as well as at the conclusion. Evaluation allows both parties to discuss feedback and reflect on their own effectiveness to identify areas for improvement. The HR team may also make contact with mentors and mentees throughout their mentoring connections to gain further insights into what is working well and what further support may be required to ensure the continued success of the mentoring program.

A mentoring connection can come to a natural end if the mentee feels they have achieved their goals or at the end-date identified in the Mentoring Agreement. Connections should be regularly checked to ensure they are still valuable to both parties.

The last meeting is an opportunity to reflect on the relationship and what has been achieved, to review the mentee's development goals and celebrate the successes.

External Mentoring Program

At Programmed, we believe in fostering a purpose-driven team where our people are encouraged and supported to make a positive impact in the community. By recognising the larger purpose our work serves, we strive to make a positive impact on people's lives through the power of collaboration and the value of sharing knowledge.

From time to time, Programmed may partner with external organisations to participate in structured career mentoring programs. Such programs will be selected based on an alignment of values, a commitment to increase and support a diversity of talent, and our Environmental, Social, and Governance strategy.

External Mentoring Programs will be communicated to the wider workforce by the HR Team. Any expressions of interest will need to be approved by the employees' manager to ensure they have the capacity and encouragement to commit to an endorsed external mentoring program.

Resource: Mentoring Handbook – Programmed Property Services, Facility Management & Group