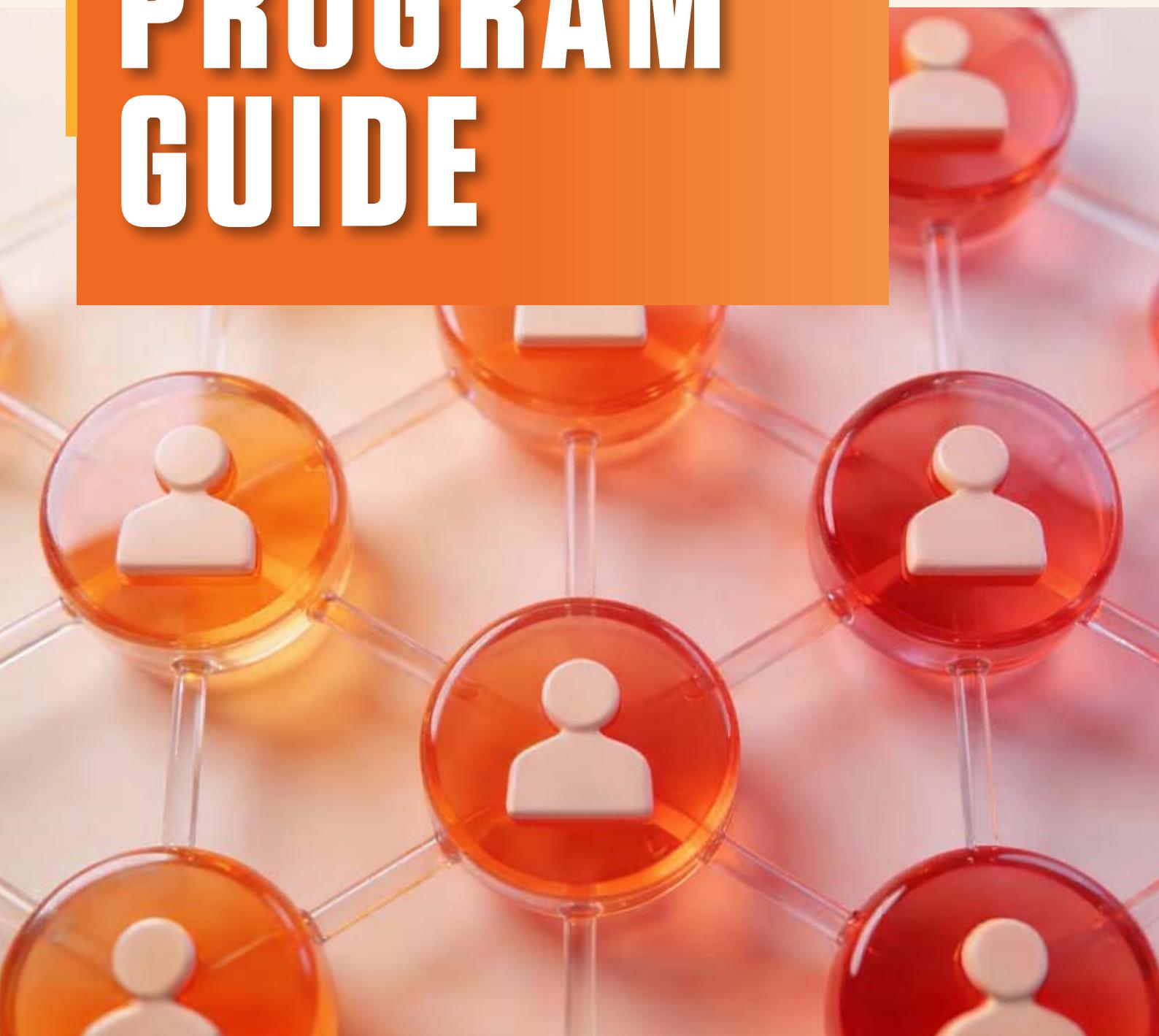




Municipal  
Works  
Australia

# MENTORING PROGRAM GUIDE





## MWA MENTORING PROGRAM GUIDE

### 1. Purpose of the Mentoring Program

The MWA Mentoring Program is designed to support professional growth, leadership development, and knowledge sharing across the organisation. It aims to:

- Build capability and confidence in our people
- Support career progression and succession planning
- Encourage cross-team collaboration and institutional knowledge transfer
- Strengthen MWA's culture of learning, inclusion, and continuous improvement

## 2. Program Principles

The program is built on the following principles:

- Voluntary participation – Mentoring works best when both parties are willing and engaged
- Mutual respect – Mentors and mentees bring different experiences and perspectives
- Confidentiality – Conversations are private unless otherwise agreed
- Growth-focused – The emphasis is on development, not performance management
- Time-bound – Clear start and end points to maintain momentum and outcomes



## 3. Alignment to MWA Values & Leadership

Mentoring at MWA supports how we lead and work together. Participants are encouraged to:

- Act with accountability – taking ownership of development and follow-through
- Collaborate openly – learning across teams and disciplines
- Lead with integrity – honest, respectful, and confidential conversations

- Focus on service and impact – developing capability that strengthens outcomes for clients and communities

Mentoring conversations should reinforce these values and the leadership behaviours expected at MWA.



## 4. Who the Program Is For

The program is open to:

- Employees seeking professional or leadership development (mentees)
- Experienced team members willing to support others' growth (mentors)

Mentoring relationships may be:

- Senior-to-junior
- Peer-to-peer
- Cross-discipline or cross-project

## 5. Roles and Responsibilities

### Mentors

Mentors are expected to:

- Share experience, insights, and constructive feedback

- Listen actively and ask thoughtful questions
- Support goal setting and reflection
- Commit time consistently over the mentoring period
- Maintain confidentiality and professional boundaries

Mentors are not expected to:

- Act as managers or performance reviewers
- Provide counselling or personal therapy
- Solve problems on behalf of the mentee

### Mentees

Mentees are expected to:

- Take ownership of their development goals
- Come prepared to each session
- Be open to feedback and new perspectives
- Respect the mentor's time and experience
- Follow through on agreed actions



## 6. Program Structure

### Duration

- Standard mentoring cycle: 6 months
- Option to conclude earlier or extend by mutual agreement

### Time Commitment

- Recommended: 1 session per month (60–90 minutes)
- Additional informal check-ins encouraged where helpful

### Meeting Format

- In-person or virtual
- Flexible structure, guided by mentee goals



## 7. Matching Process

Mentor-mentee matching will consider:

- Development goals and areas of interest
- Experience and expertise
- Preferred working style
- Availability

MWA may facilitate initial matching, with an opportunity for both parties to confirm suitability after an initial meeting.



## 8. Setting Goals

At the start of the relationship, mentor and mentee should agree on:

- 2–4 clear development goals
- What success looks like by the end of the program
- How progress will be reviewed

Goals may include:

- Leadership capability
- Technical or professional skills
- Career planning
- Confidence, communication, or influence

## 9. Running Effective Mentoring Sessions

Each session should typically include:

1. Check-in and reflections since last meeting
2. Discussion of a priority topic or challenge
3. Exploration of options, insights, and perspectives
4. Agreement on next steps or actions

Keeping brief notes or action lists is encouraged.



## 10. Confidentiality and Trust

- All discussions are confidential unless both parties agree otherwise
- Mentors should not share sensitive information with managers or others
- If serious wellbeing or ethical issues arise, mentors should encourage appropriate support channels

## 11. Reviewing Progress

Mid-point and end-of-program reviews should consider:

- Progress against goals
- What has been most valuable
- What could be improved
- Whether to conclude, extend, or transition the relationship

Feedback may be shared with MWA in summary form to improve the program (not individual details).

## 12. Ending the Mentoring Relationship

A strong ending is as important as a strong start. In conclusion:

- Acknowledge achievements and learning

- Reflect on progress and outcomes
- Discuss how the relationship may continue informally (if desired)

## 13. Support from MWA

MWA will support the program by:

- Providing guidance and resources
- Facilitating matching where needed
- Checking in periodically on participation
- Using feedback to improve future mentoring cycles

## 14. Measuring Success

The mentoring program will be considered successful if it:

- Supports employee growth and engagement
- Builds leadership and capability across MWA
- Encourages knowledge sharing and collaboration
- Is valued by participants



*Mentoring at MWA is a partnership built on trust, curiosity, and commitment to growth.*



# APPENDIX A

## 1 PAGE PARTICIPANT SUMMARY

### What is the MWA Mentoring Program?

The MWA Mentoring Program supports professional growth through structured, confidential conversations between a mentor and a mentee over a defined period (typically 6 months).

### Who It's For

- **Mentees:** People seeking development, clarity, or growth in their role or career
- **Mentors:** Experienced team members who want to support others and share insight

### How It Works

- **Duration:** 6 months
- **Time commitment:** 1 session per month (60–90 minutes)
- **Format:** Inperson or virtual
- **Focus:** Development, not performance management

### What to Expect

- Clear development goals agreed early
- Open, respectful, and confidential conversations
- Shared responsibility for making sessions valuable
- A clear conclusion with reflection and outcomes

### What Makes It Successful

- Preparation and followthrough
- Honest dialogue and curiosity
- Respect for time and boundaries
- Commitment from both mentor and mentee



## APPENDIX B

### MENTOR ONBOARDING CHECKLIST

#### Before starting:

- Confirm availability and commitment for the full mentoring cycle
- Review the MWA Mentoring Program Guide
- Reflect on your experience, strengths, and boundaries as a mentor

#### At the first meeting:

- Establish rapport and agree on ways of working
- Clarify confidentiality and expectations
- Understand the mentee's goals and context
- Agree on meeting frequency and format

#### During the program:

- Listen actively and ask open questions
- Share relevant experiences and insights
- Encourage reflection and accountability
- Maintain confidentiality and professional boundaries

#### At the end:

- Reflect on progress and outcomes
- Provide constructive closing feedback
- Discuss next steps or informal continuation (if appropriate)



## APPENDIX C

### MENTEE ONBOARDING CHECKLIST

#### Before starting:

- Clarify what you want to gain from mentoring
- Identify 2-4 development goals
- Review the MWA Mentoring Program Guide

#### At the first meeting:

- Share your goals, expectations, and learning style
- Agree on confidentiality and boundaries
- Confirm meeting schedule and format

#### During the program:

- Prepare topics or questions for each session
- Be open to feedback and new perspectives
- Take ownership of agreed actions
- Respect your mentor's time and commitment

#### At the end:

- Reflect on progress and learning
- Capture key insights and next steps
- Provide feedback on the mentoring experience



## APPENDIX D

### GOAL-SETTING TEMPLATE (FIRST SESSION)

Use this template in your first or second mentoring session.

Mentee name: \_\_\_\_\_

Mentor name: \_\_\_\_\_

Mentoring period: \_\_\_\_\_

#### 1. Development Focus

What do I want to develop through this mentoring relationship?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### 2. Goals (2-4)

Each goal should support MWA's values and leadership expectations.

##### Goal 1:

- Why this matters: \_\_\_\_\_
- \_\_\_\_\_
- What success looks like in 6 months: \_\_\_\_\_
- \_\_\_\_\_



## Goal 2:

- Why this matters: \_\_\_\_\_
- 

- What success looks like in 6 months: \_\_\_\_\_
- 

## 3. Actions & Support

- What actions will the mentee take?
- 

- How can the mentor best support this goal?
- 

## 4. Measures of Progress

- How will we know progress is being made?
-



## APPENDIX E

### SUGGESTED MENTORING SESSION AGENDA

Recommended duration: 60–90 minutes

#### 1. Check-in (10 minutes)

- What's been happening since the last session?
- 

- What's working well?
- 

#### 2. Focus Topic (30–40 minutes)

- Current challenge, opportunity, or goal
- 

- Exploration, reflection, and perspective-sharing
- 

#### 3. Alignment to MWA Values & Leadership (10 minutes)

- How does this topic connect to MWA values (e.g. accountability, collaboration, integrity, service)?
-



- What leadership behaviours are being strengthened?

#### 4. Actions & Commitments (10 minutes)

- Key insights
  - Agreed next steps
  - Close (5 minutes)
  - What was most valuable today?
  - Confirm next meeting