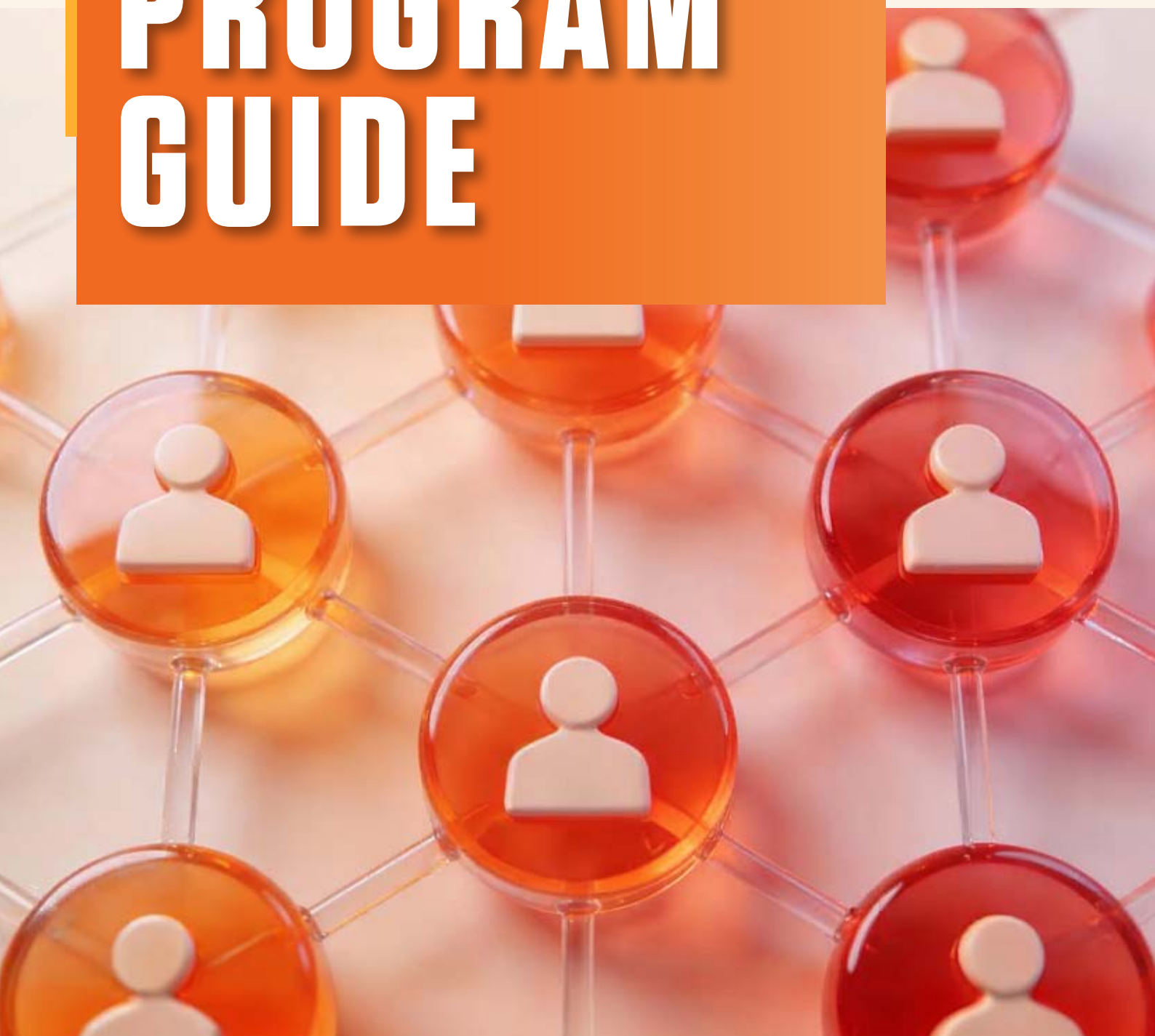


MENTORING PROGRAM GUIDE





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

The image shows a vertical composition. On the left side, there is a close-up photograph of a clear glass bottle containing a yellowish-orange liquid. The bottle is partially filled and sits on a reflective surface. To the right of the bottle is a large, blank white rectangular area with horizontal grey lines, resembling a piece of lined paper or a notebook page.