

The Northern Territory Employment Mentors Network  
Darwin 1<sup>st</sup> November 2013

**Mentoring for Workforce Engagement and Retention**

Start Time	Finish Time	Min	Content
11.20	11.22	2	Introduction & buffer
11.22	11.23	1	Acknowledge Larrakia People & Elders
11.23	11.23 ½	½	Born Darwin –Calma family name Father Iwatja, Mother Kungarakan
11.23 ½	11.25	1 ½	40 years APS, NTPS, private, LDPW Boards and committees ATSI & mainstream
11.25	11.26	1	<p><b>TALKING ABOUT TODAY</b></p> <ul style="list-style-type: none"> <li>• describing the workplace</li> <li>• industry groups</li> <li>• stages of employment</li> <li>• job levels within workplace</li> <li>• occupations</li> <li>• equity groups</li> <li>• <u>mentoring strategies for long-term employees</u></li> </ul>
11.26	11.27	1	<p><b>DESCRIBING THE WORKPLACE</b></p> <ul style="list-style-type: none"> <li>• public – APS, NTPS, Local Government</li> <li>• private – micro, small, medium and large</li> <li>• not for profit – assoc, company, charitable</li> <li>• community sector – Indigenous, mainstream</li> </ul>

Start Time	Finish Time	Min	Content
11.27	11.28	1	<p><b>INDUSTRY SECTORS</b></p> <p>Agriculture, forestry, fishing, hunting</p> <p>Mining</p> <p>Manufacturing</p> <p>Electricity, gas and water</p> <p>Construction</p> <p>Wholesale, and retail trade</p> <p>Transport and storage</p> <p>Communication</p> <p>Finance, property and business services</p> <p>Public administration and defence</p> <p>Community services</p> <p>Recreation, personal and other services</p>
11.28	11.30	2	<p><b>STAGES OF EMPLOYMENT</b></p> <ul style="list-style-type: none"> <li>• commencing / new recruits</li> <li>• apprentices, trainees, graduates</li> <li>• early years – 1 to 5 years</li> <li>• <b>middle years of a career – 5 to 20 years</b></li> <li>• <b>senior years of career – 20 - 35</b></li> <li>• <b>transition to retirement – 35 + years</b></li> </ul> <p><i>also need to consider a person's age when they entre employment</i></p>

Start Time	Finish Time	Min	Content
11.30	11.32	2	<b>JOB IN THE WORKPLACE</b> <ul style="list-style-type: none"> <li>• entry level or new recruit</li> <li>• administrative, technical or professional</li> <li>• supervisors, managers</li> <li>• senior levels, directors, specialists</li> <li>• chief executives, deputy chiefs</li> <li>• board members, management committees</li> </ul>
11.32	11.33	1	<b>OCCUPATIONS</b> <ul style="list-style-type: none"> <li>• Managers and Administrators</li> <li>• Professionals</li> <li>• Tradespeople</li> <li>• Clerks</li> <li>• Sales &amp; personal service workers</li> <li>• Plant &amp; machine operators &amp; drivers</li> <li>• Labourers and related workers</li> </ul>
11.33	11.34	1	<b>EQUITY GROUPS</b> <ul style="list-style-type: none"> <li>• Aboriginal &amp; Torres Strait Islanders</li> <li>• People with disabilities</li> <li>• People from culturally diverse backgrounds</li> <li>• Young Territorians, Older Territorians</li> </ul>

Start Time	Finish Time	Min	Content
11.34	11.39	5	<p><u>WHY HAVE MENTORING STRATEGIES FOR LONG TERM EMPLOYEES?</u></p> <ul style="list-style-type: none"> <li>• If long term staff feel they are under-valued or under used, they may: <ul style="list-style-type: none"> <li>○ become de-motivated, make mistakes or underperform</li> <li>○ develop a bad attitude or sabotaging behaviour</li> <li>○ take long periods of unplanned leave</li> <li>○ leave the organisation causing a loss of corporate knowledge or specialist expertise</li> <li>○ encourage other staff to join them in the new organisation</li> <li>○ cause increases in recruitment costs – especially for specialist or hard to fill positions.</li> </ul> </li> <li>• If long term staff want to advance up the corporate ladder, they may need encouragement or career development advice or extra skill in promoting themselves during the selection process.</li> <li>• In instances where a business needs innovative or new products or services to continue to thrive, often, with the support of a mentor, the knowledge of long term staff can lead to the development of these initiatives.</li> <li>• In most instances the cost of employing specialist mentors or developing existing staff to take on the mentor role on a full time or part time basis will be cost effective within the whole human resource budget.</li> </ul>

Start Time	Finish Time	Min	Content
11.39	11.43	4	<p>MIDDLE YEARS – 5 to 20 years</p> <ul style="list-style-type: none"> <li>• Often people working in an organisation will concentrate on the task at hand within their work area. They often will not take notice of vacant positions in other areas of an organisation. A mentor can often: <ul style="list-style-type: none"> <li>○ Assist the person to understand the different sections of the business or organisation and how they operate.</li> <li>○ Bring to the attention of the person job opportunities that use similar skills to their skills but in a different occupation or at a different level.</li> <li>○ Point out hard to fill jobs and talk the person through the skills and knowledge needed to do the position</li> <li>○ Discuss change management options in a non-threatening way</li> </ul> </li> <li>• At this stage in their career, people would consider formal studies if they had an opportunity to discuss options with a mentor.</li> <li>• Sometimes woman get to the stage of wanting to have a family and a mentor may be able to guide them on “work life balance” opportunities such as part time work.</li> <li>• Mentors can also provide advice and assistance for people who may be having difficulties with other staff members or their bosses. This way they may be able to develop problem solving skills – rather than walking out on the job.</li> <li>• Mentors are often sought out if people need to balance aspects of their private life that are effecting their work.</li> </ul>

Start Time	Finish Time	Min	Content
11.43	11.47	4	<p>SENIOR YEARS – Employed for 20 to 25 years</p> <ul style="list-style-type: none"> <li>• Often at this stage of a person’s career they may be faced with Machinery of Government Changes or restructures within their business or industry. A mentor may be able to provide change management advice and to explain options for movement within the organisation.</li> <li>• At this stage when there are changes at the senior levels of organisation, sometimes people are employed that have no understanding of the long term staff member’s skills, knowledge and past experiences. This will often be unsettling for the staff member and could lead to a desire to leave the organisation. A mentor could guide the person through this situation.</li> <li>• Often when a staff member is experienced in one field of work and is offered an opportunity to work at a higher level, if they do not understand how to do some tasks, they lose confidence. A mentor could assist in the short term by guiding the staff member through the processes. They could also assist by proofing documents so the staff member understands how to do the task.</li> </ul>

Start Time	Finish Time	Min	Content
11.47	11.51	4	<p>TRANSITION to RETIREMENT – 35 plus years</p> <ul style="list-style-type: none"> <li>• Often people in this group get to a stage where they would like to share the knowledge and skills they have gained with other staff. A mentor could encourage or assist them to: <ul style="list-style-type: none"> <li>○ document or record best practice, case studies or how to do things</li> <li>○ run information sessions for other staff on procedures or tasks</li> <li>○ look at processes and services conducted by the business and develop quality assurance or best practices that could lead to savings.</li> </ul> </li> <li>• People at this stage may be able to allocate work or personal time to sit on boards or committees as a non-professional member who can contribute to the effective governance of the board or committee. A mentor could assist them to: <ul style="list-style-type: none"> <li>○ Gain the confidence to take on a role within the board or to understand some of the non-technical aspects of the board.</li> </ul> </li> </ul>

Start Time	Finish Time	Min	Content
11.51	11.52	1	<p>In summing up, I believe the biggest asset a business or organisation has is its people. To ensure the business continues to grow or continues to meet its objectives - in cases where growth is not an objective, capacity building of staff needs to be a priority. One of the major components of capacity building is appropriate mentoring of staff at all levels within the organisation.</p> <p>If a business wants to continue to recruit new people into its workforce, it will need to develop and implement innovative strategies to encourage long term employees to take on new roles at similar or higher levels. Businesses then need to make sure they have programs in place to support and guide these employees whilst they take on their new roles.</p>
11.52	12.00	8	Questions & buffer