



AmbulanceVictoria



Mentors

Ambulance Victoria Leaders Mentoring Program

*In association with
Rotary International
(Districts 9800, 9820, 9790, 9810 and 9780)*

Rotary Mentor Guidelines

“Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be.”

Eric Parsloe

Ambulance Victoria Leaders Mentoring Program

Introduction

Ambulance Victoria (AV) has established a partnership with Rotary Clubs in Victoria to deliver a formal leadership mentoring program, developing high potential leaders in alignment with AV's strategic priorities.

The Ambulance Victoria Leaders Mentoring Program (AVLMP) was first piloted in 2018-2019. Each program commences in May and is 12 months duration. Rotary mentors can directly impact the development journey of mentees by sharing their own experience, skills and knowledge and supporting mentees in self-managing their leadership career

All Victorian Rotary Districts are committed to participate in this program. It is overseen by the AVLMP Steering Committee, chaired by the AV Chief Operating Officer, with membership from the AV Executive team. Rotary is represented by Rotary Central Melbourne with support from two Rotarians from other participating clubs. The Program is an initiative of AV's People and Culture Directorate and managed by a dedicated Program Manager (Consultant, Organisational Capability).

Purpose

The purpose of this document is to provide a brief overview of the AVLMP and outline what it involves for mentors and their sponsoring clubs. It also provides a link to the Nomination Form for Rotarians to express their interest in being involved as a Rotary mentor in the AVLMP program. This can be completed on-line in order to provide the AVLMP Steering Committee with key information which will be used to match selected mentors with their AV mentee whilst maintaining privacy.

Program Objectives

The AVLMP is a leadership development opportunity for high performing and high potential leaders (formal and informal) at all levels. The opportunity is available for both operational and corporate mentees. The Program is designed to bring diverse perspectives and experiences from outside AV to benefit the capability of mentees in meeting these challenges. It is because of Rotary's commitment to community service and its leadership through volunteerism that it is invited to provide mentors. Additionally, the professional and vocational experience of many Rotarians is invaluable to the mentoring relationship.

The AVLMP is aligned to the Ambulance Victoria Strategic Plan 2017-2022, which is committed to outstanding emergency health care every time. This is supported by four outcomes:

- Outcome 1: An exceptional patient experience
- Outcome 2: Partnerships that make a difference
- Outcome 3: A great place to work and volunteer
- Outcome 4: A high performing organisation.

The AVLMP looks for mentees who are:

- High performing
- High potential
- Leaders (formal and informal) across all levels
- Influencers (personal over positional)
- Adaptable to change and display initiative
- Motivated to drive personal and career development
- Open to feedback and opportunities to learn
- Ambassador for AV

Committed to providing an engaging and impactful experience for both mentees and mentors, the AVLMP measures this experience through a Net Promoter Score (averaging a Score of +72 which is considered world class).

Additionally, the Program has formed a range of exceptional partnerships between Rotarian mentors, AV mentees and the community. A significant number of mentee Improvement Initiatives have delivered great outcomes for the community, with mentor support. An example of this is the rollout of Automatic External Defibrillators (AEDs) in a key community with the support of Rotary.

Mentors and mentees often support each other by participation in events and activities (including Rotary breakfasts, mental health talks, tree planting initiatives and much more). Some lucky mentors have also taken the opportunity to ride along in an ambulance on shift (observer shifts).

We often hear the expression 'giving something back'. Mentoring is an excellent way to give something back.

The Hon. John Howard OM AC

What is Expected of a Rotary Mentor?

“A good mentor helps you to walk in your own shoes, even if you start out just wanting to walk in theirs.”

Li CunXin, author of Mao's Last Dancer

In summary a mentor's role is to assist the development of strategic thinking by the mentee; to be a careful and active listener; to hold up a mirror on the mentee's own behaviours, or impact on others; to positively reinforce and encourage the mentee; to point out opportunities for growth and development; to expose the mentee to new learning opportunities.

Rotary mentors are not expected to fulfil the role of coach/teacher in driving individual performance by the mentee.

In general, a good mentor should display the following traits in the context of the mentoring relationship:

- Interested in the development of others
- An active and careful listener
- Open, enthusiastic, relaxed
- Humble, patient and mentally tough
- Willing to probe and challenge through the use of timely and appropriate questions
- Willing to be challenged and learn
- Disciplined, especially with regard to confidentiality
- To be trusted and trusting
- Developing relationships

In addition to these general characteristics, experience and insights from being an active Rotarian can be invaluable to mentees in areas like governance, community service project management, and leadership through influence. Consequently a Rotarian's current or recent business management and/or professional leadership experience partnered with sufficient time to commit to the program will be important in assisting the development of the mentee's management and leadership skills.

Mentee's understanding of how Rotary delivers community service and its different leadership styles will be enhanced by witnessing Clubs at work. The intent here is **not** to recruit mentees into Rotary but to demonstrate, for example, building sustainable partnerships with community groups, developing programs from a single Rotarian's idea through advocacy, good program design, and careful planning. Mentors should not hesitate to engage other skilled club members in addressing these areas.

The Mentee's Role

In accepting inclusion in the AVLMP, mentees are making an investment in their personal and professional development. It is important they 'grab this opportunity with both hands' and

- Actively engage with their mentor, initiating the first contact
- Practice openness and honesty to develop trust
- Identify the skills, knowledge and goals they want to achieve
- Be prepared to learn from experimenting and sometimes failure
- Be receptive to feedback and willing to be challenged
- Commit the necessary time, including preparation for each session
- Be responsible and accountable for their own growth and development

Thus the agenda for mentoring sessions should primarily be set by the mentee. Prior to the first meeting they are encouraged to reflect on their motivation, the milestones in their career so far, their achievements and disappointments and what they have learned from them, the critical issues they face now and their long term career goals. Mentees are encouraged to seek the input of their manager in identifying development goals. They are also encouraged to share their plan and involve their mentor in its development to help shape mentoring conversations and determine relevant activities and experiences. Ideally your mentee will include you in a meeting with their manager to develop their learning plan

The Mentee Improvement Initiative

As an integral component of the AVLMP, mentees are expected to take the lead in identifying and developing an Improvement Initiative which may involve Rotary. The outcome of the project itself is not the objective, rather it is a learning vehicle. It provides a focus for mentoring input and the development of partnerships and networking. It is important that the chosen Initiative is something the mentee is passionate about, is achievable and is a good fit with the AV's community engagement and strategic priorities. Rotary's involvement in the Improvement Initiative will vary, but in all cases the mentor plays an important role in acting as a 'wise counsel', offering active listening and guidance when appropriate throughout the course of the activity.

The Mentee Leadership Workshops

Throughout the Program, mentees will participate in five leadership workshops:

1. Understanding Self as a Leader
2. Leading Others
3. Leading Our Environment
4. Leading Our Community
5. Leadership Impact

The workshops support mentees to reinforce personal responsibility for their own development, encourage the sharing of ideas and provide valuable insights and feedback to the AVLMP Steering Committee.

Time Commitment

Clearly the role requires a trusting open relationship be developed between mentor and mentee early in the program. The time required to build mentoring relationships will obviously vary, but typically mentoring meetings are held once a month for one to two hours. Unique to this mentoring program is the emphasis on community engagement, so it is also important for the mentee to have a positive relationship with your Club. Introducing your mentee to your Club, inviting them early in the program to be a guest speaker and involving them in some Club activity or District programs are strongly recommended.

Mentor Selection Procedure

Ambulance Victoria mentees are selected through an Executive nomination followed by an application and interview-based selection process. Once this information is at hand the AVLMP Steering Committee will work in collaboration with the Rotary Mentor Co-ordinator from Rotary Central Melbourne to identify appropriate mentors. Suitable mentors will be identified from the bank of available mentors comprising the mentor alumni from previous programs and others who have individually expressed their interest to participate. The Rotary Mentor Co-ordinator may also approach Clubs with substantial community service programs and located close to the mentee's place of work or home, whichever they prefer. These clubs are asked to nominate mentors who have the attributes described above but who also have:

- ❖ A sound knowledge of how Rotary is managed at Club and District level
- ❖ Current or recent business management and/or professional leadership experience
- ❖ Sufficient time to commit to the program
- ❖ Been personally involved in meaningful community engagement programs or projects
- ❖ The endorsement of their club president and the support of their club

Once AV have finalised their participant list and informed the new mentees, the AVLMP Steering Committee then matches each mentee with the most suitable mentor from those who have had their individual expression of interest endorsed by their incoming Club President. This is done on the basis of;

- ❖ Geography so the matched pair have a common interest in working in the same community whenever possible
- ❖ Mentor experience, skills, interests and business connections versus the development needs and interests of the mentee

In order to complete this matching the AVLMP Steering Committee asks Rotarians expressing their interest to provide their contact details and information about their Rotary and vocational career, experience in career development and initial thoughts about engaging with a mentee with their Club. The more a Rotarians can tell us about themselves that would help the matching process, the more likely the matching will be successful. Rotarians expressing interest as a Rotary mentor may be contacted by a representative of the AVLMP Steering Committee should further information be required.

Training on aspects of successful mentoring will be provided before the AVLMP commences. It is important mentors attend one of the training sessions to ensure a common understanding of the role. On a procedural note mentors and their mentees are asked to sign the attached Confidentiality Statement outlining the obligations for both parties.

Please remember nominations require the endorsement of the respective incoming Club President. Acceptance is not guaranteed as the mentoring positions are highly sought after and are influenced by the location and development requirements of mentees. All nominees will be provided with feedback, regardless of final selection decision.

Finally at the end of the 12 month program the AVLMP Steering Committee would very much appreciate support from Rotary mentors in two ways. Firstly, assuming they found the Program was personally rewarding and they feel comfortable to recommend it to other Rotarians, to let the AVLMP Steering Committee know. It has been seen that word of mouth by mentor alumni is a powerful means of finding future suitable mentors. Secondly is the Rotary mentor's consent to having their contact details on the Rotary Mentor database in the event that they might like to do it again as quite a number of alumni have done just that.

Nomination Form

The Nomination Form can be accessed through the following link:

www.rotarymentors.org.au

If you require further information regarding the program or nomination process, please contact Neville Taylor, Rotary Central Melbourne on Mobile 0400 169 866 or email neville.taylor5@bigpond.com

ATTACHMENT 1: CONFIDENTIALITY STATEMENT

Establishing this confidentiality agreement at the commencement of the program is essential for the interests of both parties. Each party should keep a copy of the agreement.

CONFIDENTIALITY STATEMENT

The parties will not at any time, during or after the Ambulance Victoria Leaders Mentoring Program, other than as authorised by Ambulance Victoria or _____ (COMPANY OR ROTARY CLUB), use to their own advantage or to the detriment of Ambulance Victoria or _____ (COMPANY OR ROTARY CLUB), or disclose to any person any trade secrets, secret or confidential operations, processes or dealings of Ambulance Victoria or _____ (COMPANY OR ROTARY CLUB), including any confidential information concerning the organisation, business, finances, transactions or affairs of Ambulance Victoria or _____ (COMPANY OR ROTARY CLUB), or corporations related to Ambulance Victoria or _____ (COMPANY OR ROTARY CLUB).

I agree to the above confidentiality statement.

SIGN: _____

SIGN: _____

NAME: _____

NAME: _____

DATE: _____

DATE: _____

Mentor

Mentee