



# Mentoring Guide

14 July 2022

RECORDS AND INFORMATION MANAGEMENT  
PRACTITIONERS ALLIANCE

Advancing and Connecting the Records and  
Information Management Profession

## DOCUMENT CONTROL

| Version | Date      | Author(s) | Approval | Comments |
|---------|-----------|-----------|----------|----------|
| 1.0     | 30/9/2019 | A Cornish |          |          |

## TABLE OF CONTENTS

### Chapter

|   |    |
|---|----|
| Overview  | 2  |
| Guidance and Objectives                                       | 3  |
| DOE Mentoring Program Roles & Responsibilities                | 5  |
| Benefits, Roles, Responsibilities of a Mentoring Relationship | 7  |
| Program Documents and Resources                               | 9  |
| Mentor and Mentee Recruitment Information                     | 11 |
| Program Implementation and Evaluation                         | 12 |
| Selection, Criteria, Matching Methods to Consider             | 13 |
| APPENDICES.....   |    |
| 14  |    |
| 1. Organization Program Guide                                 | 15 |
| 1A. Schedule Overview for Organizational Mentoring Program    | 17 |
| 1B. Sample Monthly Schedule for Mentor/Mentee Partnership     | 18 |
| 2. Communication Model  | 25 |

## **FORWARD**

RIMPA Global has a leadership role in supporting and developing educated and knowledgeable professionals within the records and information management industry.

RIMPA Global is committed to identifying opportunities to support and develop all aspects of records and information management. An important component of RIMPA Global's strategic and corporate goals is to continue to build the capacity of the industry via a formal Mentoring Program.

Mentoring offers opportunities for records and information persons at all stages of their careers. This Guide has been designed to support mentoring in the industry through various channels, such as face to face, email, phone and future online tools.



Anne Cornish

CEO

## OVERVIEW

The purpose of the RIMPA Global Mentoring Program is to promote the mentee's development in specific areas and to facilitate successful completion of the program.

It is further aimed as a succession-planning tool aimed at ensuring that organisations have a choice of diverse records and information leaders in order to achieve success.

The RIMPA Global Mentoring Program is aimed to accomplish the following:

- Provide guidance and knowledge to industry persons for the betterment of their career.
- Develop relationships with organisations to address their needs for experienced and knowledgeable records and information professionals
- Increase management support of the program, thereby increasing overall participation and program success.
- Provision of career-long relationships between mentors and mentees.
- Demonstrate RIMPA Global's commitment to learning and development programs.

The RIMPA Global Mentoring Program is offering industry persons:

- **Skills Enhancement** - Share the skills and knowledge of successful, experienced, and highly competent staff to pass their expertise on to others who need to acquire specified skills.
- **Professional Identity** –An understanding of what it means to be a professional in the records and information environment.
- **Career Development** – Help employees plan, develop, grow, and manage their careers. Mentoring also helps employees become resilient in times of change, more self-reliant in their careers, and more responsible as self-directed learners.
- **Leadership and Management Development** – Encourage the development of leadership competencies. These competencies are often more easily gained through application and guided practice rather than by education and training.
- **Education Support** – Help to bridge the gap between theory and practice. Formal education and training are complemented by the knowledge and hands-on experience of a competent practitioner.
- **Recruitment** – May enhance recruitment opportunities as a program participant
- **Knowledge Management/Knowledge Transfer** – Provide for the interchange/exchange of information and knowledge between persons from different industry sectors.

## ROLES AND RESPONSABILITIES

RIMPA Global's mentoring program is designed to be overseen by the Board, with the implementation of the mentor/mentee partnerships and associated activities conducted at the operational level.

Key responsibilities are assigned to the following:

| ROLE                                 | RESPONSIBILITY  |
|--------------------------------------|---|
| Board of Directors                   | Overall authority for the RIMPA Global mentoring program. Assign program operations to the CEO.   |
| CEO (GM)                             | <ul style="list-style-type: none"> <li>• Ensure the corporate mentoring program is created and sustained.</li> <li>• Oversee development, implementation and evaluation of the program</li> <li>• Commit resources to train, direct, mentor, and coach participants</li> <li>• Provide support to guide and direct efforts of mentors and mentees to ensure successful program completion</li> <li>• Facilitate planning and managing participant's assessments, tracking and scheduling activities, documentation of reporting requirements</li> </ul> |
| Mentoring Program Steering Committee | Define the goals and objectives for the mentoring program that ties directly to associated RIMPA Global Programs <ul style="list-style-type: none"> <li>• CEO</li> <li>• Education and Accreditation Portfolio Lead</li> <li>• National Noobs Coordinator</li> <li>• RTO Manager</li> </ul>   |

|        |  |
|--------|--|
| Mentor | <ul style="list-style-type: none"> <li>• Work with the mentee in developing an Individual Mentor Plan (IMP)</li> <li>• Commit to the time requirements agreed to with each mentee</li> <li>• Provision of professional and responsible advice</li> <li>• Meet routinely with the mentee to discuss and monitor progress</li> <li>• Provide feedback and recommendations for program improvement</li> </ul> |
| Mentee | <ul style="list-style-type: none"> <li>• Meet routinely with mentor</li> <li>• Actively participate in mentoring activities and agreed goals</li> <li>• Provide feedback and recommendations for program improvement</li> </ul>  |



## **BENEFITS, ROLES, RESPONSIBILITIES OF A MENTORING PROGRAM**

Mentoring is a special partnership between two people based on commitment to the mentoring process, common goals and expectations, focus, mutual trust and respect. Mentoring can also encompass activities that allow for transfer of knowledge and skills from one employee to others.

Both the mentor and the mentee give and grow in the mentoring process. The mentee can learn valuable knowledge from the mentor's expertise and past mistakes and competencies can be strengthened in specific areas. Mentees will have the opportunity to establish valuable connections with higher level professionals.

The success of mentoring will depend on clearly defined roles and expectations in addition to the participant's awareness of the benefits of participating in the mentoring program.

### ***Benefits of Mentoring for the Mentor:***

- Renews enthusiasm for the role of expert
- Obtains a greater understanding of the barriers experienced by persons in alternate organisations
- Enhances skills in coaching, counseling and listening
- Demonstrates expertise and shares knowledge
- Increases generational awareness

### ***Benefits of Mentoring for the Mentee:***

- Gains sharper focus on what is needed to grow professionally
- Furthers development as a professional
- Complements ongoing formal study and/or training and development activities
- Enhances career development opportunities
- Receives assistance with ideas and honest feedback
- Demonstrates strengths and explores potential
- Increases career networks and receives greater exposure
- Improves ability to express expectations, goals, and concerns

The CEO will use the questions and criteria below to determine the best mentor and mentee partnership:

- Required competencies the mentee would like to strengthen?
- Does the mentee require leadership and managerial skills from their mentor?
- Should the mentor have skills which differ to the mentee for a more rounded approach?
- Does the mentee need a good sounding board for career progression?
- Does the mentee require a specific gender and generational mentor in order to achieve required outcomes?
  - Career level and/or qualifications
  - Years in the industry

***Responsibilities – Mentor:***

- Meet with mentee and engage in mentoring activities. (in-person or by phone, skype etc)
- Willingly share your experience and professional success
- Support RIMPA Global's mission, vision, and goals
- Look for experiences that will stretch the mentee (i.e., shadowing during meetings, suggested readings, etc.)
- Stay accessible, committed, and engaged during the length of the program
- Listen well
- Provide open and candid feedback
- Offer encouragement through genuine positive reinforcement
- Be a positive role model
- Share "lessons learned" from their own experiences
- Be a resource and a sounding board
- Keep your conversations confidential
- Let the CEO know as soon as possible if you are having a problem connecting with your mentee.

***Responsibilities – Mentee:***

- Meet with your mentor as agreed (in person, by phone, skype etc)
- Be proactive about contacting your mentor and scheduling meetings
- Commit to self-development
- Assume responsibility for acquiring or improving skills and knowledge
- Discuss individual development planning with the mentor
- Be open and honest on goals, expectations, challenges, and concerns.
- Actively listen and ask questions
- Seek advice, opinion, feedback, and direction from the mentor
- Be receptive to constructive criticism/feedback and ask for it
- Keep your conversations confidential
- Respect the mentor's time and resources
- Stay accessible, committed, and engaged during the length of the program
- Comfortably give feedback to the mentor on what is working or not working in the mentoring relationship
- Let the CEO know as soon as possible if you are having a problem connecting with your mentor.

To maximize the outcome of this experience and ensure that mentors derive value from the time they dedicate to mentee career development, we recommend mentees devote a minimum of 5 hours per month to program activities.

**WHAT MENTORING IS NOT:**

- Mentoring is not training, coaching or teaching
- Mentoring is not a mechanism for providing technical training



- Mentoring is not offered for a personal agenda
- Mentoring is not outsourcing specialist expertise or advice
- Mentoring is not performance management
- Mentoring is not counselling

## PROGRAM DOCUMENTS

The following documents will be provided to potential mentees and mentors;

- Application - Mentees and mentors must apply to participate in the mentoring program by emailing an application form to RIMPA Global via [admin@rimpa.com.au](mailto:admin@rimpa.com.au).
- Confidentiality agreement - The mentoring program must be a safe environment for mentees and mentors to freely share information with one another. To help build trust, they must be able to establish clear boundaries on how the shared information is to be treated. A standard template is provided for mentors and mentees to adapt as required. A copy of this form must be provided to head office for their records.
- Individual Mentoring Plan – An agreement establishing how and when the mentee and mentor will meet and will include activities that ensure mentoring goals are met; a mentee action plan is a must. The mentee will complete the plan with help from the mentor.
- Mentoring log - The mentee and mentor should record their meetings and activities to show progress achieved and assist with end-of-program feedback.
- Evaluation - At the mid-point of the program and at the end, mentees and mentors will be asked to evaluate the program. Their input will help make any necessary adjustments to ensure the program remains effective.

## PROGRAM IMPLEMENTATION AND EVALUATION

The following is an outline of steps an organization may take to initiate its Mentoring Program and to sustain it from cycle to cycle:

### **Pairing of mentors and mentees**

Create mentor/mentee pairings based on compatibility from application forms or targeted matches for new hires entering specific occupations.

**Introduce mentor and mentee and undertake an orientation session.**

Once mentees and mentors have been recruited and matched, the program will begin with an introduction and orientation session. During this session, the program objectives and time requirements are to be outlined and mentors and mentees will determine if they are the right fit.

**Development of an individual mentor plan (IMP)**

Mentors and mentees will work together to clarify and document the time commitments and expected outcomes from the program using a provided template

**Program Review**

At the mid-year or mid-point of the program, mentees and mentors will be required to complete an evaluation form to understand how the program is progressing and identify learnings for program improvements.

**Conduct a completion (graduation) ceremony.**

A Graduation Ceremony in conjunction with RIMPA Live will formally mark the closure of the mentoring relationships and acknowledge the achievement of the mentee.

## **SELECTION, CRITERIA, MATCHING METHODS TO CONSIDER**

The CEO will identify participants with the most knowledge, skills, and experience to act as mentors.

***Ideally, a mentor should be able to:***

- Be respected as an experienced and successful professional in the industry
- Support RIMPA Global's mission, vision, and goals
- Stay accessible, committed, and engaged during the length of the program
- Listen well
- Offer encouragement through genuine positive reinforcement
- Be a positive role model
- Share "lessons learned" from their own experiences
- Be a resource and a sounding board

***Ideally, a mentee should be able to:***

- Commit to self-development

- Assume responsibility for acquiring or improving skills and knowledge
- Discuss individual development planning with their mentor
- Be open and honest about his/her goals, expectations, challenges, and concerns
- Actively listen and ask questions
- Seek advice, opinion, feedback, and direction from his/her mentor
- Be open to constructive criticism/feedback and ask for it
- Respect the mentor's time and resources
- Stay accessible, committed, and engaged during the length of the program
- Comfortably give feedback to the mentor on what is working or not working in the mentoring relationship

## What mentees look for in a mentor

|                            |   |
|----------------------------|---|
| <b>Respect</b>             | Is the foundation of the relationship. Active listening contributes to respect and involves treating each other as equals without reference to status.  |
| <b>Communication</b>       | The key to an environment of trust.   |
| <b>Mentoring style</b>     | Good mentors can put their mentees at ease through a mix between the comfortable and personal on the one hand, and the professional / business on the other hand.   |
| <b>Role model</b>          | Mentees see their mentors as exemplars.   |
| <b>Availability</b>        | Mentees want time from their mentors, and for mentors to respect both their own and their mentees' time.  |
| <b>Belief</b>              | Mentor's belief in their mentee has a significant motivating effect   |
| <b>Hard and soft focus</b> | Is common for mentees to want to talk about operational or business issues at the outset. This commonly shifts to the bigger picture as the relationship progresses, moving towards changes in outlook, awareness, ways of being and doing. |

## **MEASURING SUCCESS**

- Mentors and mentees will have a clear understanding of the program guidance, process and procedures.
- Mentees' development will be supported in specific areas to facilitate successful completion of the program.
- Organisations will be encouraged to commit to supporting the RIMPA Global mentoring program.
- Mentoring program will be aligned to mentee organisations strategies.
- Knowledge and skills records and information persons will grow and contribute to the growth and health of the industry.
- An increase in the awareness and understanding of RIMPA Global's values, vision, mission, and goals.
- Senior and experienced staff share skills and knowledge with less experienced industry persons.
- New professionals are supported by experienced persons and resources.
- Open communication and dialogue is fostered.
- A network of professionals is established, cultivated, and strengthened.
- Innovation and technologies are promoted
- Support for knowledge transfer and the interchange/exchange of information between members of different industry sectors is promoted.





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