



FEAL Mentoring Initiative Guidelines

The aim of these guidelines is to provide a framework for the basis on which mentors and mentees participate in the FEAL Mentoring Initiative. Each mentor and mentee pair will communicate, interact and achieve their program goals differently – in the way that best suits each pair. The 12 month program is intended to facilitate, not restrict, the participation of mentors and mentees in the program.

Program Purpose

The FEAL Mentoring Initiative has been developed to support the professional development of Senior Executives in super. By providing a mentoring framework and facilitating the matching of mentors and mentees, it is hoped that the initiative enriches the leaders in our industry through:

- Sharing of insight, knowledge and skill between fund executives;
- Building business, financial and strategic acumen; and
- Developing leadership skills that enable a higher level of influence and contribution to the participant's fund and the overall industry.

The program encourages mentors and mentees to meet on a 4-6 weekly basis, for a period of 12 months. Prior to commencing the program, mentees are required to identify a specific development focus or objective for their mentoring engagement. This objective may include the completion of a challenging work-related project, facilitation of a change process and/or the development of a specific knowledge or skill set.

The mentees identified development focus becomes the purpose of the mentoring relationship, with mentors working with their mentee over time to follow-up, support and encourage the mentee's realisation of their objective.

Benefits

The program provides the following benefits for both the mentor, the mentee and their respective funds:

Mentor

- An opportunity to transfer skills and knowledge and share experiences and insight;
- Contribute to the development of the future of the superannuation industry;
- Enhance leadership, communication and mentoring skills;

Fund Executives Association Ltd
ACN 086 016 131

Suite 319 | 160 Castlereagh Street | Sydney | NSW | 2000
T: 02 9261 5155
www.feal.asn.au



- Stay connected to the issues that emerging leaders in the industry are facing;
- Expand professional networks; and
- Recognition of skills, knowledge and commitment to professional development.

Mentee

- Develop skills and knowledge;
- Build professional networks;
- Increase confidence;
- Increase likelihood of success and avoid mistakes;
- Discuss and learn theoretical and practical issues with another senior colleague in the industry;
- Be held accountable for professional development goals;
- Reflect on personal and professional growth and development;
- A confidential opportunity to discuss skill and career development; and
- A window into the experience of other senior fund executives.

The Fund

- Increased productivity by both mentor and mentee;
- Improved leadership and vocational skills;
- Discovery and enhancement of latent talent;
- Re-motivation of senior staff (mentors); and
- Development and improved retention of skilled executives.

What is Mentoring?

Mentoring is defined as a mutually beneficial relationship which involves a more experienced person helping a less experienced person to identify and achieve their goals. Mentoring relationships can be developed spontaneously or via a formally facilitated program, such as the FEAL Mentoring Initiative.

A mentor provides support, a sounding board, knowledge, encouragement, guidance, and constructive feedback to the mentee by developing a genuine interest in the growth of their abilities and talents. The approach the mentor takes in achieving these objectives will vary depending on the situation and may include a combination of actively listening; asking questions that encourage new ways of thinking and providing advice and guidance.



A mentee actively seeks support and guidance in their career and professional development from the mentor, through regular and purposeful meetings. A mentee always has ultimate responsibility for their career and professional development.

Mentoring is not

- One participant directing another, controlling or being responsible for another's career or professional development;
- The mentor offering advice and the mentee listening. The mentee should do around 70-80% of the talking in each meeting and be assisted in coming to their own realisations and conclusions. This can be achieved through a combination of the mentee having the space to discuss the issue in detail and effective questioning, guidance and advice from the mentor.
- A method of bypassing a manager or supervisor; nor
- A means of obtaining an unfair advantage of career advancement.

It is imperative for the success of the FEAL Mentoring Initiative that mentoring is not a means of recruitment or securing future employment. The integrity of the mentoring relationship is compromised if mentors offer mentees employment. Similarly, mentees should seek neither employment nor sponsorship from their mentor.

Participants are asked to commit to an 'anti-poaching' principle for a period of 18 months from the date at which they concluded their mentoring experience.

Participant Profile

Mentors

Mentors should occupy a senior position in their fund or organisation (e.g., CEOs and deputies, divisional and department heads and deputies) and ideally have:

- At least 10-12 years professional experience and industry expertise;
- Effective communication skills, particularly listening;
- A desire to contribute to the future of the superannuation industry; and
- The willingness to commit to at least one 60 minute meeting every 4-6 weeks for the duration of the 12 month program.

Mentees

Mentees must:

- Be members of FEAL;
- Have at least 3-5 years professional experience and expertise;



- Be poised for future leadership in the industry;
- Be willing to show strong initiative in utilising the mentoring opportunity; and
- Commit to at least one 60 minute meeting every 4-6 weeks for the duration of the 12 month program.

Participant Responsibilities and Role Statements

Responsibilities of Mentors and Mentees

- Act ethically and with respect towards all other participants;
- Maintain strict confidentiality;
- Disclose any potential conflicts of interest;
- Commitment to attend all pre-arranged meetings;
- Discuss expectations of participants in the first meeting and review as meetings progress; and
- Drive the relationship – both the mentor and mentee has a responsibility to actively contribute to the relationship, in order to achieve the mentees development goals.

Mentor's Role Statement:

Specific responsibilities include:

- Contribute to the development of a schedule for meetings;
- Conduct and lead initial meetings with mentees;
- Attend the training sessions for mentors to be held by FEAL;
- Contribute to discussion and resolution of issues raised in meetings;
- Ensure any advice provided to the mentee is both accurate and useful; and
- Participate in program evaluation and review.

The mentor may achieve these in a variety of ways by:

- Challenging the mentees assumptions;
- Encouraging the exploration of new ideas and different ways of thinking;
- Actively listening to the mentees' questions and challenges;
- Providing appropriate and timely advice;
- Assisting the mentee to identify and solve work-related problems; and
- Sharing a different view of the matter under discussion.



Mentee's Role Statement:

Specific responsibilities include:

- Attend the training sessions for mentees to be held by FEAL;
- Develop a schedule of meetings, as agreed with the mentor;
- Preparation prior to each meeting, to ensure maximum value can be obtained from the meeting. This includes taking care of the logistical aspects of the meeting and organising an agenda (formal or informal) of discussion topics for meetings;
- Contribute to discussion and resolution of issues raised in meetings;
- Follow-through on action points agreed with the mentor; and
- Participate in program evaluation and review.

The mentee may achieve their role by:

- Discussing issues, challenges and opportunities encountered in their work, as they relate to their areas of development focus;
- Discussing and developing their career goals; and
- Always having an open frame of mind.

A successful mentee will:

- Commit to the mentoring program;
- Take responsibility for their own personal and professional development and opportunities;
- Seek advice and constructive feedback from their mentors; and
- Accept new responsibilities and challenges, as opportunities arise.

Training and Support

FEAL is committed to establishing a Mentoring Initiative that delivers incremental benefits to both mentors and mentees. To assist participants, establish a firm foundation for success in their mentoring relationship, both mentors and mentees are required to participate in an online training program delivered via web conference. Separate web conferences will be held for mentors and mentees.

The training provides an opportunity for program participants to come together with an experienced trainer / facilitator to speak about their respective roles and consider and discuss expectations, questions and concerns.



Mentors and mentees will be provided with access to an online portal, where additional training and resources will be provided periodically throughout the program.

FEAL has also secured the services of an experienced business coach to provide additional one-on-one support to mentors, mentees and mentoring pairs. Individual support is available, by phone, upon request.

Confidentiality for Mentors and Mentees

The success of a mentoring relationship is predicated on the existence of trust and respect between parties. Topics discussed by mentors and mentees may be a personal opinion or of a sensitive, controversial or commercially sensitive nature and therefore strict confidentiality must be maintained between mentors and mentees in all matters.

Conflicts

Participants will be directors, officers and / or employees and therefore are subject to statutory and general law duties owed by them to their employer. This includes a duty to act in the best interests of their employer. As a trustee director or officer, they may also have broader duties.

Throughout the mentorships, topics discussed could be of a confidential nature and conflicts of interest and or duty could arise for participants.

When the participants are informed of their matches, it is important that if either one identify a potential conflict of interest (either real or perceived), the participant advises FEAL immediately.

For the duration of the mentorship, participants should avoid topics that involve confidential information and topics that could cause a conflict of interest. They should consult with their employer in setting parameters of topics that can be discussed and topics that cannot be discussed within the confidence of the mentorship relationship. This will help to avoid conflicts arising and also give participants the comfort of being able to respect the duty of confidentiality within the mentorship relationship.

If either participant identifies a conflict (or potential conflict), that person should bring any conversation to a close, and advise FEAL that a conflict of interest has arisen.



Scenarios where conflicts could arise include:

- The mentor's employer is a service provider to the mentee's employer. This may be an inappropriate match as the participants may feel a duty to share certain information communicated within the mentorship relationship with their employer.
- The employers of the mentor and the mentee use the same fund manager as a service provider. The mentor's employer is dissatisfied with the performance of the fund manager because of a particular incident known only to their employer and the fund manager. The mentor wants to share this information with the mentee. If this information is shared, the mentee may feel a duty to share this information with their employer. The mentee may feel that sharing this information may also progress their career with their employer. However, if the information is shared, it may lead to the fund manager taking action against the mentor's employee for a breach of confidentiality or some other duty in the outsourcing agreement.

FEAL will provide training and guidance to participants in relation to preventing conflicts arising and managing any conflicts that do arise.

FEAL

FEAL is dedicated to supporting the professional development of leaders in the superannuation industry. We provide members with an arena in which to discuss industry issues and learn from peers. FEAL offers this initiative to its members in good faith and in an effort to support the personal and professional development of senior executives in super and foster the sharing of insight, knowledge and skill between fund executives and enrich the leaders in our industry. FEAL has made every effort to structure this initiative to enable participants to achieve this purpose but accepts no liability for any loss suffered directly or indirectly through participation in the initiative by the mentor or mentee or indirectly by their employers or any superannuation fund.



Confidentiality and Conflict of Interest Agreement

Both parties are required to sign the FEAL Mentoring Initiative Agreement (Appendix 1).

By doing so the mentor and mentee formally agree to maintain strict confidentiality and protect the relationship against any potential conflicts of interest.

The mentee / mentor must sign and return this form to the Mentoring Program Coordinator, prior to the first meeting.

Engaging the Mentee's Supervisor

It is highly desirable that the mentee's supervisor is aware and supportive of the mentee's participation in the FEAL Mentoring Initiative. Mentees should discuss their development objectives with their supervisor and seek the supervisor's input and guidance in identifying and articulating areas for development through the mentoring program. They should also obtain their supervisor, or any other necessary person's approval of the scope of topics to be discussed.

Mentees and their supervisors should determine expectations at the outset and discuss the extent to which the supervisor is involved / appraised of the progress of the mentoring relationship.

The supervisor will receive any information regarding the mentorship directly from the mentee and should not make contact with the mentor to discuss any aspect of the mentee's employment.

Supervisors must respect the principle of confidentiality that exists between the mentor and the mentee.

Matching Mentors and Mentees

The matching of mentors and mentees is undertaken by the CEO of FEAL. Mentors and mentees complete an online questionnaire which generates both a DISC Report and Values Report. Mentees are also asked to provide details of their objective.

Suitable matches are then determined based on the experience of the mentor in relation to the mentee's objective, as well as compatibility in communication style and values.



If either the mentor or mentee is uncomfortable with the pairing or decides the mentorship is not successful, the Mentorship Closure section of these Guidelines explains the process for ending a mentorship between a mentee and mentor.

Organising the First Meeting

The first meeting is critical in establishing the foundations for the development of the mentorship. The level of formality and ground rules for the mentorship are determined at the first meeting. The mentor and mentee should agree on a mutually suitable time and place for the first meeting.

Before meeting, the mentor and mentee should complete the activity in Appendix 3. The activity aims to identify both the mentor's and mentee's aims and objectives for the program. These points should be used as a platform for the first meeting and built on in further meetings.

FEAL Mentoring Initiative Agreement

The mentor and mentee sign a Mentoring Initiative Agreement at the first meeting to demonstrate their commitment to the program. A Mentoring Initiative Agreement is attached in Appendix 1. A copy of this agreement will be kept by the mentor, mentee and also submitted to the CEO of FEAL.

It is the responsibility of the mentee to email a scanned copy of the signed Mentoring Initiative Agreement to the CEO of FEAL.

Future Meetings

It is anticipated that the mentor and mentee will meet every 4-6 weeks for a period of 12 months. Ideas for discussions and meetings are outlined below. These are just starter points and are useful in the development of the mentorship.

Suggested meeting locations and activities:

The location of the meeting will depend on the mentee and mentor and how developed their mentorship is. The most important aspect in choosing a meeting location is that both mentor and mentee are comfortable and that it does not inhibit the purpose of the meeting. Suitable locations could include:

- Mentor's or mentee's meeting rooms at office;
- Café; or



- Outdoors, e.g. park.

When deciding on the location, it is worth considering that:

- Creative thinking may be enhanced outside of the mentee's office environment; and
- A change of location can often result in a change of thinking and therefore varying the location of the meetings may be beneficial.

The First Meeting

Getting to know each other and establishing expectations for how the mentoring relationship will be developed are two critical activities that begin at the first meeting. Mentors and mentees may wish to use the following questions to guide the initial conversation.

Get Acquainted:

- How long have you been with the fund?
- What do you enjoy most about your current position?
- How long have you worked in this industry?
- Where did you go to school?
- Where did you grow up?
- How do you spend your time away from work?
- What are your interests and hobbies?

Review Goals:

- Please tell me about the specific goal(s) you would like to achieve as a result of the program?
- Why is this goal important to you?
- What will it mean for you when this goal is achieved?
- May I tell you about my personal and professional development goals?
- Are there any parameters we need to work within to avoid confidential information or areas not approved by your supervisor?

Establish Partnership Guidelines:

- When will we meet?
- Where will we meet?
- How long will we meet?
- How will we schedule our meetings?



- What happens if one of us cancels or postpones a meeting?
- Will we create a written agenda and document action items?
- What permanent agenda items will be part of every meeting?
- How will we evaluate our meetings?
- How will we measure the success of our partnership?
- How often will we communicate between meetings?
- Will we communicate via phone, e-mail, or voice mail? Are these communication tools confidential?

Confirm Next Steps:

- When and where is our next meeting?
- When and how will we reconfirm the meeting date, time, and place?
- What is our agenda?
- What do we need to prepare for the next meeting?

Measuring the Success of the Mentorship

As the mentorship develops, it is important to reflect and consider successful aspects and identify areas for improvement. Self assessment of the participation of the mentor and mentee is important to measure the development and success of the mentorship. Mentors and mentees can consider the following questions when evaluating their participation and the development of the mentorship.

- Does the mentee/mentor have a positive approach to each meeting?
- How does the mentee/mentor respond to new ideas and suggestions?
- Has the mentee developed realistic career aspirations?
- Has the mentee/mentor completed agreed tasks?
- Is the mentee/mentor punctual and organised?
- Has the mentee developed professionally?
- Has the mentee expanded their professional network?
- Has the mentee/mentor actively developed a level of trust with the mentor/ mentee?
- Has progress been made towards the mentee's goals?
- Has the mentee/mentor cancelled meetings?
- Is the mentee/mentor attentive during the meetings?
- Does the mentee/mentor ensure there are no interruptions during the meetings? i.e. phone calls, people in office, etc.
- Is the mentee/mentor comfortable with the mentorship?



Mentorship Closure

The formal mentorship will end between the mentor and mentee after a period of 12 months. An informal mentorship may continue beyond the FEAL Mentoring Initiative, or the mentor and mentee may realise that the mentorship has run its course and end the mentorship at the end of the formal period.

A formal closure of the mentoring program must be done at the end of the program (or earlier if the mentorship ends prematurely). A formal closure will include a final mentor/mentee meeting and the completion of the Closure Agreement (Appendix 5).

It is important to acknowledge the end of the Mentor Initiative at the 12 month milestone, even if the mentor and mentee agree to continue the mentorship after the program. It is a time to formally acknowledge the value of the program, appreciate the time and contributions of the mentors and the lessons learnt by both mentors and mentees. Great value can be gained from both the mentor and mentee reflecting on each other's professional and personal development.

There may be cases where mentorships end prematurely for a variety of reasons and in these situations a 'no fault' closing of the relationship is necessary. A 'no fault' closure can be initiated by either the mentor or mentee and detailed explanations do not have to be provided. The aim of a 'no fault' closure is to ensure a win-win situation and that there is no blame involved.

Program Evaluation Surveys and Review

All participants in the FEAL Mentoring Initiative will be asked to complete program evaluation surveys and participate in telephone feedback sessions throughout the course of the mentorship and at the conclusion of the program. FEAL welcomes suggestions and feedback on the program at any stage from all mentors and mentees.



Appendix 1 – FEAL Mentoring Initiative Agreement

We, (mentor) and
(mentee) voluntarily commit to participate in the FEAL Mentoring Initiative for the period of 12 months.

We will:

- Participate in the Mentoring Initiative online Training;
- Meet at least once every 4-6 weeks for 60-90 minutes;
- Have a genuine interest and commitment in the mentoring initiative;
- Be objective, honest and supportive;
- Act ethically and with respect towards all participants;
- Respect and maintain strict confidentiality;
- Disclose any potential conflicts of interest;
- Contribute to discussion and resolution of issues raised in meetings; and
- Participate in Mentoring program evaluation and review.

We acknowledge that either person has the right to discontinue the mentorship for any reason on a no fault basis and we will follow the mentorship closure guidelines. We release FEAL from any liability for any losses we as participants, our employers or our superannuation fund may suffer directly or indirectly through participation in the initiative.

Confidentiality

Definition of Confidential Information

Confidential Information is proprietary, non public or information of a commercially sensitive nature concerning the mentee or mentor's business or operations. Confidential information can be in written, verbal or electronic form and includes (but is not limited to): -

- Company policies, systems and protocols;
- Information about the business such as pricing information; marketing and strategic plans; commercial and business plans; financial information and operational information/methods;
- Information about employees and clients; and
- Emails, diaries or schedulers.



Your Responsibilities

You must keep confidential the contents of all mentoring discussions.

The FEAL Mentoring Initiative is not a forum in which to breach the confidences. Accordingly, you should not discuss matters confidential to your employer without your employer's consent.

You agree to respect the confidentiality of information and documents to which you have access in the course of or arising from the mentorship.

You must ensure custody of confidential information in your control or possession and take all reasonable steps to prevent the use or disclosure of confidential information by any person. This includes ensuring that all confidential documents are locked away at all times and no confidential documentation is left on your desk or in unlocked filing cabinets at any time.

You must not discuss any issue pertaining to the business of the mentor/mentee with any section of the media.

You must not, during the mentorship or after closure of the mentorship, directly or indirectly use or disclose (or attempt to use or disclose) any confidential information for any purpose.

Conflict of Interest

Definition of Conflict of Interest

A conflict of interest arises when your personal interests, or those of people close to you, conflict with the impartial performance of your role as mentor / mentee. These conflicts may be actual, potential or perceived.

A conflict of interest could exist where you have a personal interest, or a partner, relative or anybody close to you has an interest that could lead you to be influenced in the way you carry out the mentorship. The perception of a conflict of interest could arise where circumstances exist which lead a reasonable person to think that you could be influenced.

What is commonly known as a conflict of interest may in fact be a conflict of duty or a conflict of duty and interest. For example, a mentee's duty of confidentiality to their mentor may be in conflict with the mentee's duty to their employer, the mentee's interests and / or the employer's interests.



Your Responsibilities

You must not, at any time during or after the mentorship, use information from the mentorship for personal gain or to the detriment or likely detriment of the mentor / mentee.

If the information provided to you throughout the mentorship poses a conflict of interest or duty, either real or perceived, you must disclose the fact of the conflict to FEAL immediately.

Anti-Poaching

Definition of Poaching

To persuade employees or customers of another company to become your employees or customers instead. To take ideas that belong to another person, company, etc. and use them for yourself, especially in a secret and dishonest way. To persuade an employee from another organization to come and work for you.

Your Responsibility

You must not, at any time during the mentorship, or an 18 month period from the date at which the Mentoring Initiative Closure Agreement was signed, offer or seek employment from your mentor / mentee.

Mentor's Signature: Date:

Name:

Witnessed by:

Mentee's Signature: Date:

Name:

Witnessed by:



Appendix 2 – Employer Agreement

I, [insert name and title]
have read the FEAL Mentoring Guidelines including the FEAL Mentoring Agreement
and am duly authorised to consent to

..... [insert name of mentee or mentor]
participating in the FEAL Mentoring Initiative.

I release and am duly authorised to release FEAL from any liability for any losses the
participant, our company or our superannuation fund (if applicable) may suffer
directly or indirectly through participation in the initiative.

Supervisor/Chair's Signature: Date:

Name:

Appendix 3 – Activity for before the first meeting

The following questions are to be answered by the mentor and mentee in
preparation for the first meeting. These answers do not have to be shared but they
provide a good basis for discussion in the first meeting.

Why are you participating in the Mentoring Initiative?

What do you expect from your mentor/mentee?

What do you hope to learn and/or achieve by participating in the Mentoring
Initiative?



What led you to a career in superannuation?

What are the things you enjoy most about your current role?

Mentoring Development Goals (to be completed by mentees)

It is important for the mentee to have a clear and specific goal for the mentorship. This allows the relationship to remain focussed and for the effectiveness of the mentorship to be evaluated based on the achievement of the desired goal.

It is strongly encouraged that the objective has a focus on building strategic, financial and business acumen.

The following questions will assist the mentee in defining their goal for the program. The mentee must clearly define their desired goal/s in writing prior to the first meeting. A copy of this mentoring development goal statement should be provided to the mentor prior to the first meeting.

- Outline your specific mentoring development goals and objectives.
- What do you want to achieve out of the mentoring relationship?
- What skills /knowledge do you want to develop?
- What change projects are you seeking support with?
- What are the challenges you and your mentor will be working on together?
- What is it about this situation/skill/project/challenge that has led you to choose it as your goal for the program?
- Is the achievement of this goal directly within your control and influence?
- How challenging is this goal? Is it realistic to be achieved in the timeframe of 12 months? If not, please break it down into an element that is achievable within the set timescale.



- How will achieving your objective contribute to your team, organisation and/or industry in the short-term?
- How will achieving your objective contribute to your team, organisation and/or industry in the long-term?

Appendix 4 – Mentoring Meeting Template

The following meeting template is provided as a means of assisting Mentors and Mentees to focus on the agreed mentoring objectives and tracking discussion and action points meeting to meeting.

Date & time of meeting:

Summary of mentoring development goals: [as agreed at the commencement of the mentoring relationship]

1. _____
2. _____
3. _____
4. _____

Agenda items:

1. Review of action items from last meeting _____
2. Define specific outcome for this meeting. _____
3. _____
4. _____
5. Confirm date and time of next meeting _____

Significant discussion points / thoughts / reflections arising from discussions at this meeting

1. _____
2. _____

Action items to be undertaken prior to the next meeting

1. _____
2. _____



Date and time of next meeting:

Appendix 5 – Mentoring Initiative Closure Agreement

It is strongly encouraged that the mentor and mentee discuss the termination of their mentorship with FEAL prior to concluding the mentorship.

As of today, we, (mentor) and (mentee) have ended our formal mentorship. The formal mentorship has ended for the following reason(s) (please tick):

- The full 12 month period is complete
- Mentor/Mentee cannot make the time commitment
- Personality conflict
- Do not have similar professional interests
- Other

We acknowledge and appreciate the efforts of each other over the course of the Mentoring Initiative and agree to maintain confidentiality of all aspects of our mentorship.

Mentor's Signature: Date:

Name:

Mentee's Signature: Date:

Name: