

Mature Age

Workforce Resource 2015



A framework of recommendations for the management and retention of mature talent in local government

FOCUS AREA 3.3

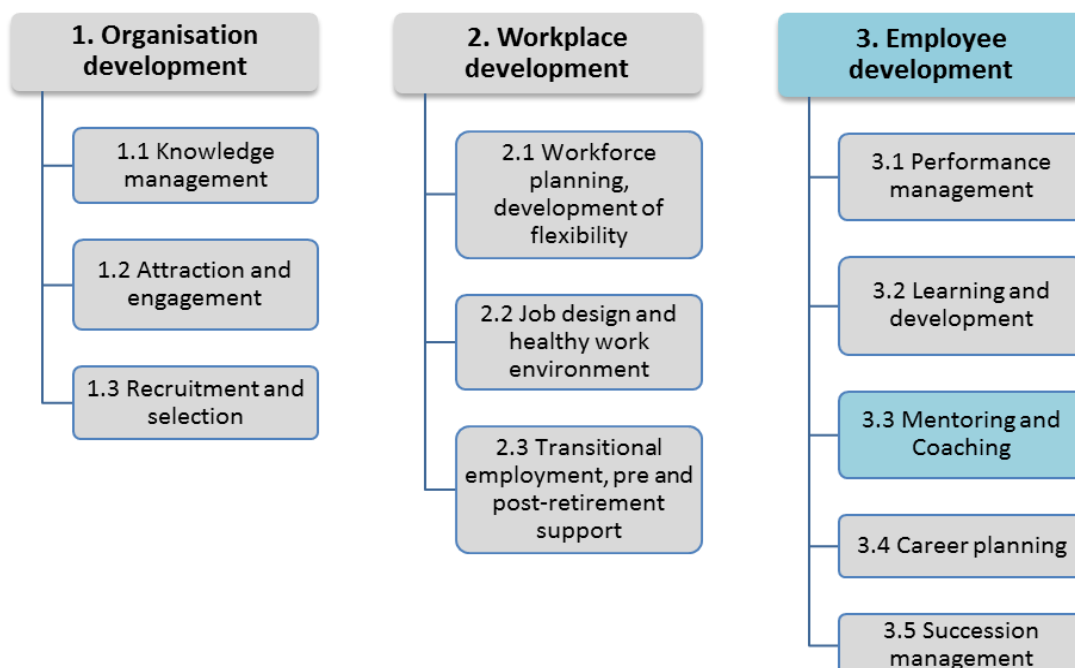
MENTORING AND COACHING

The Toolkit is designed to be used by the Human Resources or Organisation Development (HR/OD) and leadership teams as they enhance their organisation's culture.

Suggested actions and strategies to help the mature age workforce may apply to the broader workforce as well and could contribute to fairer and more equitable work conditions and opportunities for all staff. Each organisation will already have in place human resource management policies and activities. It is not the intention of this toolkit to conflict with existing policies or actions. Rather, it can add value to the operations of the organisation by being used as stand-alone or integrated actions and initiatives.

Development initiatives are presented in a very broad way, with a set of actions identified as recommendations. Templates are not used in the Toolkit so that HR/OD practitioners can interpret recommendations in the most appropriate way that is aligned to existing initiatives.

There are many intended linkages and connections between the Focus Areas, which is an important factor as an aligned HR/OD strategy is developed and applied. The intention of the Toolkit is that work will be adapted and modified within each council organisation. Recommendations are not in any way intended to be prescriptive.



This Focus Area 3.3 of **Mentoring and Coaching** provides ideas and recommendations for developing and maintaining a mentor and/or coaching program that can include the skills of the mature aged workers, both as coaches and mentors or mentees.

1. OVERVIEW – the need for change

This Focus Area supports the implementation of a range of mentoring and coaching opportunities that support knowledge transfer, develop specific job-related competencies and enhance cross-generational cooperation, knowledge and skill transfer.

2. DEFINITIONS

Coaching	A task-orientated, performance-driven process that focuses on the development of existing skills or the acquisition of new skills
Mentoring	A relationship-orientated process that is based on a professional relationship in which an experienced employee (mentor) assists a less experienced employee (mentee) in developing skills and knowledge for professional and personal growth

3. HOW WILL THIS FOCUS AREA HELP WITH CULTURAL CHANGE?

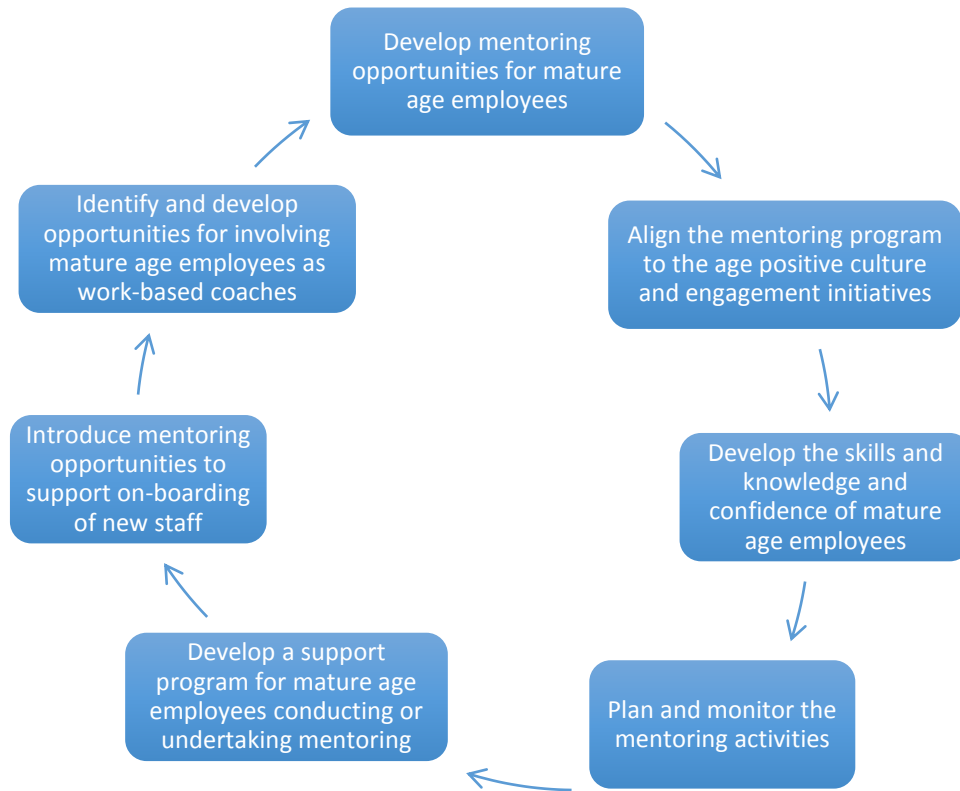
Mentoring and coaching are examples of strategies that foster a work environment in which employees have opportunities for guidance and assistance in achieving their career goals, or focused development of their competency base through working together to achieve improved knowledge, skills and abilities.

Both coaching and mentoring activities present a range of opportunities for mature age workers, which include:

- Building new skills;
- Preparing for advancement or a career shift;
- Strengthening competency base where deficiencies have been identified;
- Being mentored by a more experienced or skilful colleague;
- Mentoring a lesser experienced colleague to pass on the mature aged worker’s experience.

4. ACTIONS to address in this Focus Area include:

Actions to take in implementing coaching and mentoring as part of employee development, include the following:



Develop mentoring opportunities for mature age employees

- Develop a formal mentoring program for mature age employees in order to provide a structured opportunity for career development whilst transferring their skills, knowledge and experience to other employees
- This may be in the form of the aged worker being either the mentor or the mentee

Align the mentor program to the age positive culture and engagement initiatives

- Engage older and younger workers in the mentoring process to improve age awareness and to engage employees in the sharing of knowledge and skills
- Provide opportunities for mentoring that increase the visibility of the mature age workforce, and heighten awareness of the value of their contribution to the workforce

Develop the skills, knowledge and confidence of mature age employees

- Identify a range of mentoring opportunities that can develop and broaden existing skills and knowledge, and provide increased confidence and potential for career mobility
- Identify opportunities to enhance knowledge of other areas of council

Plan and monitor the mentoring activities	<ul style="list-style-type: none"> ▪ Develop a plan for mentoring so that mature age workers are informed of what is expected from them as a mentor or a mentee ▪ Select and match participants based on the aims of the particular program, the needs of the mentees and in consideration of the culture and relationships of the parties concerned ▪ Develop mentor programs that are fluid and flexible and have the capacity to be adapted to individual needs
Develop a support mechanism for mature age employees conducting or undertaking mentoring	<ul style="list-style-type: none"> ▪ Develop a support mechanism that assists mature age workers should they require additional resources or advice on mentoring
Introduce mentoring opportunities to support on-boarding of new staff	<ul style="list-style-type: none"> ▪ Provide opportunities for mature age employees to contribute to the on-boarding (induction) process of new employees
Identify and develop opportunities for involving mature age employees as work-based coaches	<ul style="list-style-type: none"> ▪ Establish appropriate selection criteria that can be provided to all mature age employees as a self-assessment tool regarding their suitability to a mentoring role ▪ Identify a range of task-orientated experiences where identified performance improvement is required and ensure the mature age employee has the relevant expertise ▪ Identify short-term coaching opportunities that support performance improvement and where the mature age employee is willing to participate ▪ Encourage short sessions on a regular basis within the work team or another area of operation where the expertise of the mature age worker is transferrable

4.1 Implementing formal coaching and mentoring activities

The following outlines a detailed, formal approach to implementing coaching and mentoring activities in the organisation:

- Evaluate the skill sets of mature age workers to identify strengths or needs;
- Provide options available for mentoring and coaching as a leader or participant;
- Hold a meeting with the other parties concerned to determine their needs as the recipients or leaders;
- Determine suitability of relationships and whether a positive working relationship can be formed;
- Confirm commitment by both parties;
- Identify objectives and performance goals for the mentoring or coaching arrangement so that a clear focus is established for both parties;

- Determine the resourcing requirements – time, location, materials (where necessary), duration, etc;
- Allow flexibility for work-based learning activities, particularly coaching activities;
- Confirm arrangements on a mentoring or coaching arrangement form;
- Manager and both parties to sign off on the agreement;
- Arrange for regular review sessions;
- Finalise a mentor/coaching evaluation report;
- Identify the success stories as part of the engagement strategy;
- Review and make arrangements for improvements where necessary.

5. WHO CAN CONTRIBUTE TO CHANGING THE CULTURE?

Managers can be responsible for identifying opportunities for mentoring and coaching as part of developing the transitional employment plan, learning and development initiatives and career development.

Employees participating in mentoring or coaching activities need to be committed to the processes and demonstrate loyalty to the organisation and the improvements being made for staff.