



Australian Institute of Architects



# **NSW Chapter**

## **Mentoring Program**

### **2018**

**Information Pack**



## Supporting a culture of mentoring

The aim of the Institute's NSW Chapter Mentoring Program is to encourage the development and growth of members to assist with supporting a well-regarded and highly relevant architecture profession. The program enables this by facilitating formal mentoring relationships between individuals, where knowledge and personalised guidance can be shared between generations.

### What is mentoring?

Mentoring is a confidential relationship of trust, respect, support and constructive encouragement between a more experienced person and a less experienced person. Essential to the relationship is an open willingness to learn, share, reflect and grow. <sup>1</sup>

*"The job of the mentor is a strange one: not simply offering skills, companionship or an ideal self. The mentor is an authoritative guide, using worldly wisdom to encourage maturation. They help the protégé enrich, clarify and hone their consciousness; they juggle hard reality and gleaming possibility." <sup>2</sup>*

### Why is mentoring important?

Mentoring complements training to enrich the quality of the profession. In our studies, the goal is to obtain knowledge which will foster an approach to thinking about architecture. In practice, the goal is to obtain skills which will describe our architecture to a wider audience. Mentoring is important as it fills the space between training at university and the workplace and provides an understanding of the culture in which architecture takes place assisting mentees to comprehend the 'unwritten rules' of the profession.

### How do we approach mentoring?

The Institute's NSW Mentoring Program adopts a developmental mentoring approach and is seen as an opportunity to nurture the potential in someone who wants to grow and develop. It's primary aim is to build the mentees' self-confidence and self-reliance, assisting mentees to be self-aware and capable of designing their own careers. It moves beyond the task or skill to be acquired and focuses on assisting mentees to develop insight and personal understanding. In this way, they become more aware of their own experiences and self-management. Through questions, effective mentors help their mentees to reflect on their situation and build their own wisdom. <sup>3</sup>

---

<sup>1</sup> Carlie Spencer, Mentoring Made Easy Third Edition, NSW Government Publication, 2004, p. 5

<sup>2</sup> Damon Young, In Moments like these, we need Mentors, April 26 2010, The Sydney Morning Herald, <http://www.smh.com.au/federal-politics/society-and-culture/in-moments-like-these-we-need-mentors-20100425-tlix.html>

<sup>3</sup> David Megginson and David Clutterback, Techniques for Coaching and Mentoring, 2004; from Wendy McCarthy The Guide for Mentors: How to be a Valuable Mentor, 2011, pg 37-41.



## Benefits and expectations

The intent of the program is for mentors and mentees to be matched within ten years of experience between each other to ensure that the generation gap is not too wide. All mentors are volunteers. This is to engender a spirit of community participation and personal responsibility for the quality and expertise of our architectural profession. Mentoring has many benefits.<sup>4</sup>

### **For the mentee, the relationship provides**

- / Increased confidence and self-esteem
- / Further insight on the culture of architecture and the unwritten rules of the profession
- / A better understanding of professional networks
- / A chance to discuss the issues of work-life balance off-line
- / A supported opportunity to develop a career plan
- / An opportunity to develop skills in the practice of architecture, management and business planning

### **For the mentor, the relationship provides**

- / The opportunity to share hard-earned knowledge and experience
- / Fulfilment in helping someone else and contributing to their success
- / An opportunity to learn from the mentee and engage in the challenges faced by a younger generation
- / Satisfaction in taking active steps to shape the future of our industry

### **For the architecture profession, the benefits include**

- / The preservation of skills employed by experienced generations
- / The promotion of a culture of design excellence and leadership within the profession
- / An enhancement of the value of knowledge transfer and giving back to the architectural community
- / The promotion of cross-generational communication, networking and sharing of ideas
- / Support for all forms of diversity in the profession, ensuring all talent is supported and encouraged
- / Closure of the gap in training in those areas not universally covered in academie

### **For a successful partnership to flourish, it's important that both the mentee and mentor**

- / Share a mutual respect for each other
- / Accept each other
- / Are prepared to invest time and effort into the relationship
- / Are prepared to take risks
- / Agree upon and work towards specific goals
- / Understand their responsibilities in the partnership
- / Establish boundaries within the partnership
- / Set clear, realistic expectations on what the mentee needs from the mentor
- / Deal effectively with unmet expectations or objectives

---

<sup>4</sup> Kathy Beevers and Andrew Cuncan Rea, Chapter 10: Developing Mentoring Skills for the Workplace, CIPD 2010, page 8-9, <http://www.mcgrawhill.co.uk/openup/chapters/9781843982616.pdf>



## 2018 Program calendar

- |                    |   |
|--------------------|---|
| <b>1 May</b>       | <b>Applications open</b><br>Applications open online. The program will be advertised in the ENews.  |
| <b>18 May</b>      | <b>Applications close</b><br>Applications will then be assessed and pairings made. The NSW Chapter must keep a record of the names of all participants.   |
| <b>31 May</b>      | <b>Mentoring Program workshop and launch</b><br>Mentors and mentees will be introduced at the 2018 Mentor Program Launch. Arrangements for the first meeting will be agreed between the mentor and mentee.  |
| <b>June</b>        | The first formal meeting between the mentor and mentee is to be held within one month of the program launch. At the first meeting details such as the timing and location of future meetings are discussed, as well as any expectations that the mentor and mentee may have. The mentee will be encouraged to establish their desired outcomes and goals for their Mentoring Program. |
| <b>30 August</b>   | <b>Mid-program workshop and networking function</b><br>A networking function for all mentors and mentees to share experiences and develop skills to hone their mentoring experience.  |
| <b>28 November</b> | <b>Mentoring Program closing event</b><br>A wrap up event will be held to close the Program and celebrate our achievements. Mentors and mentees may maintain contact beyond this time however this will not be a part of the Program and will be at the discretion of both mentor and mentee.   |

### Time Commitment

It is expected that mentors and mentees will meet once per month for approximately 1-2 hours. This is the minimum time commitment. During the first meeting, mentors and mentees will agree on the form of communication between meetings, generally via email or telephone. Mentors and mentees are to be respectful of the time commitments of their partner. Time required for cancellation of meetings should be agreed by both parties in the first meeting. Similarly, mentors and mentees will agree on the length of time for each face-to-face mentoring session and the frequency of each session.



## Program overview

### Eligibility

The program is open to Institute members from graduate membership onwards. All eligible participants can apply as a mentor, mentee, or both. Mentors may have more than one mentee. Mentees will only be allocated one mentor in each Program year.

#### Mentees:

- / Must be a current member of the Institute
- / Must have completed a professionally accredited and recognised architecture course
- / May be working within the profession, or may be seeking work within the profession

#### Mentors:

- / Must be a current member of the Institute
- / Must be registered architects
- / Must be covered by Professional Indemnity Insurance. Permission should be sought from your employer if you are covered as an employee of your practice.

### Confidentiality

Within the mentoring relationship, respecting and maintaining personal and commercial confidentiality is essential. Mentors and Mentees are also reminded that the Institute's *Code of Professional Conduct* and the Institute's *Employee and Member Behaviour Policy* governs you both during and after the period of mentoring. Any misuse or disclosure of information by either a Mentor or Mentee for purposes outside the mentoring relationship, may be considered a breach of the Code of Conduct. Before you commence the mentoring relationship, we recommend you download a [copy of the Code](#) and the [Employee and Member Behaviour Policy](#) to familiarise yourself with the professional obligations it sets out.

### Advice

The advice and guidance provided by the mentor is not a substitute for obtaining independent and professional financial, technical or legal advice. The mentor is not liable for any loss, whether direct or indirect, financial or otherwise resulting from the mentee's reliance on advice given by the mentor so long as it is carried out within the terms of the program.

### Cost

A registration cost of **\$75** will be charged to mentees accepted into the program to cover costs related to program delivery. Mentors participate on a voluntary basis, without cost for participating.

### Pairing

The Institute will match mentors and mentees using the information contained in the application form. This ensures people who work for the same employer are not matched. Where possible, mentors and mentees will be matched according to shared areas of interest as stated on the application form.



### **CPD Points**

Participating registered architect mentors and mentees may be able to claim recorded hours as formal CPD points. Please refer to the NSW Architects Registration Board for details.

### **Mentoring Agreement**

To ensure the success of the mentoring relationship, we encourage all mentors and mentees to sign a Mentoring Agreement form during their first meeting. This will establish boundaries for the relationship by clarifying protocols and procedures to be followed, expectations of both parties and agreed goals for the mentoring relationship.

### **Non-productive relationships**

Despite the best of intentions, some mentoring relationships may be incompatible. In these situations, Mentoring Agreements can be terminated at any time without blame if the relationship is not working effectively. The NSW Mentoring Coordinator is available should you have any concerns or wish to discuss further. Where possible, the Mentoring Coordinator will consider a replacement.

### **Communication**

You will periodically receive communication during the program from the Mentoring Program Coordinator regarding events that are related to the Mentoring Program. The Mentoring Program Coordinator will be the primary contact for the duration of the Program.

### **Contact**

NSW Chapter – Mentoring Program Coordinator  
Dominique Kelaher: [dominique.kelaher@architecture.com.au](mailto:dominique.kelaher@architecture.com.au)  
+61 2 9246 4055

### **Feedback**

The Mentoring Program Coordinator will send both the mentor and mentee a feedback form at the conclusion of the Program. The feedback will be confidential and will only be used by the Institute for the purposes of improving the Program. The information collected will be anonymous and once all data has been collated, the forms will be destroyed to ensure the confidentiality of all participants.

For further information on becoming a member of the Institute, visit [www.architecture.com.au](http://www.architecture.com.au)