

Organisational Mentoring Programme

What is the Organisational Mentoring Programme?

The Organisational Mentoring programme is a skills transfer programme designed to help build and drive continuous improvement, innovation, collaboration and long term sustainability in the not-for-profit sector.

How do we make this happen?

We do this by partnering with the organisations leadership team for two to three years to identify the underlying issues that will create sustainable change in the organisations, then build a team of Westpac Group professionals to mentor the organisation through the change process

What is our role?

The Westpac Group's Organisational Mentoring programme contributes immense change to the not-for-profit society overall.

By collaborating with our partners beyond financial support, we offer them the opportunity to create an environment where the skills of their people and processes can be improved to create continuous improvement, innovation and collaboration not only in their organisations but also in their sector.

Our role is not to 'do' the work for our partners but to mentor them and transfer the key skills required to help them make the changes and improvements in order to create long term sustainability.

What types of organisations do we partner with?

We partner with a series of Not-for-Profit (NFP) organisations that fall into one of the following three categories:

- NFP organisations e.g. CanTeen, Queensland Rural Women's Network, Australian Indigenous Leadership Centre, Juvenile Diabetes Research Foundation, Inspire Foundation
- Indigenous Organisations in two regions:
 - Redfern/Waterloo
 - Cape York
- Social Enterprises

What is the focus of the programme?

The focus is always long term sustainability for each of

our partners. We are moving into a more sophisticated

model that moves from skilled volunteering and pro bono work to organisational mentoring, building long term sustainability where changes are embedded into the processes, systems and culture.

What do our employees acting as mentors get out of the programme?

Being part of this program not only develops the skill sets of our partners but also the capabilities of our people.

The programme provides our people with the opportunity to develop their abilities in communication, influencing, business acumen and problem solving skills whilst also making a contribution to the community.

This is a 12 month development programme for our employees. The programme has been designed with a variety of learning experiences, enhancing the development for our people/secondees. These activities include:

- On-the-job learning - which includes mentoring/secondments
- Learning through relationships - which may include our community partners, other mentors/secondees, the lead mentor, people leaders, other corporates
- Dedicated workshops and training sessions - including induction, skills development sessions, debriefs and post secondment support

What is the time commitment required by mentors?

We ask mentors to assign one to two hours per week to mentoring.



Background Information

Why we started the Organisational Mentoring programme

At the beginning of 2008, we formed our first mentoring partnership with Juvenile Diabetes Research Foundation (JDRF). The request was primarily to support their work on people and culture, so as to reduce the high levels of employee turnover and create a great place to work.

A team of three Westpac mentors supported the JDRF leadership team as they undertook this transformation, sharing our people approaches and policies, providing insights gained from our own culture work and being a sounding board as the work progressed. Today, employee attrition has dropped from 40% to just 9%, the year on year revenue has increased despite the global economic crisis, and employee engagement has improved dramatically, now sitting above the global best practice rates that the Westpac Group enjoys. The mentors themselves felt that they learnt a great deal through their work with JDRF and valued being able to contribute to the community in this way.

A New Opportunity

This successful partnership was the springboard for the Group Sustainability and Community's new programme, Organisational Mentoring. We have a range of partners that we work with to create long term sustainability and each partnership, means different things. For some, we are working on strategy, structure and governance, for others its communications, brand and marketing. Teams of mentors, some under the leadership of a lead mentor, work with the partner organisation, bringing their expertise from all parts of the Westpac Group. In 2009 we had approximately 30 mentors, who joined the programme when it was still being piloted.

We partner with each organisation for at least two years, to allow time to build organisational capacity. As an organisation moves off the programme, this will be an opportunity for another organisation to be selected onto the programme. We are seeking to work with those organisations that are, even in small ways, demonstrating new ways of working and collaborating across the sector.

