



# WELLNESS IN INFRASTRUCTURE

## Mentoring Program Proposal

### OVERVIEW

The construction industry is not lacking for mentoring programs. There are programs run by many of the industry's key peak bodies such as Roads Australia, Master Builders and NAWIC. They are established, sought after and well subscribed. They deliver great opportunities for young engineers within construction to gain access to some of the industry's most senior practitioners to support their professional development.

The *Wellness in Infrastructure Mentoring Program* doesn't want to be another one of these programs. Our program is focussed on changing the mental health environment of white-collar employees within construction and our mentoring program will focus on making individual and industry improvements to this landscape.

### VISION

The *Wellness in Infrastructure Mentoring Program* will focus on improving mental health across the industry, building capability and capacity to address and manage issues that relate to mental health and its causes.

The program will endeavour to take away the stigma around mental health in the industry, developing professionals who have the skillset to be able to manage issues as they arise, and to address the systemic causes of poor mental health at a project, organisation and industry level. These may include project design, job design, programming, professional development, contract management and stakeholder management.

The Mentoring Program represents an opportunity for both the mentor and mentee to build their skillset. Both will be part of transforming the industry, focusing on improving the management of mental health issues now and impacting the design of the industry in the future.

The *Wellness in Infrastructure Mentoring Program* will be a mentoring program for all functions within the construction industry. Where other programs tend to focus primarily on engineering, this program will include the safety, quality, human resources, stakeholder engagement and commercial functions.

At the conclusion of the program, the mentees will understand the importance of robust mental health, the challenges the industry presents and have a level of competency in managing mental health issues. More importantly, the mentees will become the champions of the future, working to destigmatise mental health and build a future industry that addresses the systemic challenges.





# WELLNESS IN INFRASTRUCTURE

## Mentoring Program Proposal

### MENTOR / MENTEE CRITERIA

We propose that during the pilot we source participants from our Steering Committee partners and cap at a maximum of 20 (10 mentors, 10 mentees).

#### Mentee

The program is available for all individuals of all roles types and levels working within the Infrastructure Construction industries.

It aims to provide mentoring support for people within the industry who would like support in building resilience to better cope with the intensive nature of the industry.

These individuals will also contribute to conversations on how to improve mental health more broadly across the industry.

#### Mentor

- Mental Health First Aid qualification or suitable equivalent training (prior to commencing)
- Resilience Training (completed prior to program commencing)
- Ability to build connections and provide opportunities/share experiences
- Ability to demonstrate understanding and care and reduce the sense of isolation
- Ability to identify strengths to help set realistic goals
- Ability to have difficult conversations and know when to get EAP/help involved

### THE APPLICATION PROCESS

The application process will be developed following endorsement of the high-level approach by the Steering Committee.

It is intended that Mentors will be nominated by the companies involved in line with the Mentor Criteria.

Mentees will be required to complete an application form and demonstrate why they should be selected, including but not limited to:

- Confirm role within the industry and project/ work location
- Why are you interested in this program?
- What do you hope to gain from this program?
- The process will require applicants to confirm they will ensure a level of commitment to the program and that Mentees will be expected to drive the relationship (i.e. booking meetings, coming prepared with discussion points to each meeting, completing feedback as required and attending all events and training)

### PROGRAM STRUCTURE

The Wellness in Infrastructure Mentoring Program will focus on improving the six core hazards identified in the Industry Mental Health and Wellness Risk Assessment. The program will examine how improving emotional intelligence at an individual, organizational and contractual level may contribute to the improvement of mental health more generally across the industry.

The mentoring program will run for six months. It will operate on two levels; at a group level where the mentors and mentees will work towards making recommendations to address the six hazards, and at an individual level to develop a mentor/mentee relationship to address issues of mental health both for the mentees and their organisations.



# WELLNESS IN INFRASTRUCTURE

## Mentoring Program Proposal

Key to this program is the understanding that **this is not a counselling relationship**. There is no expectation that the mentor is qualified to manage the mentee's mental health.

Focus	Group discussion	Individual discussions
Emotional Intelligence – results of survey.	General discussion of results and how awareness of EI can improve mental health in the industry	Discuss the results of their respective EI surveys and strengths and weaknesses. Where can they improve and pathways
<b>Pressure</b> Workload, work schedules and work environment	How are these hazards manifested in our offices and our sites? What are we doing to address them	What does this pressure look like for the mentee? What strategies could the mentor offer to help the mentee manage these.
<b>Influence</b> Employee ability to control aspects of their workload and direction	How are our organisations trying to help employees control their workload and their career direction. What more can we do? What impact is it having on mental health?	Does the mentee feel in control of their workload? Can they push back? Are they going in the direction they want and can the mentor offer strategies to help?
<b>Promotion</b> Employee support, development, encouragement and resources provided	Are our organisations doing enough to develop our people? Are we taking into account the needs of our people and what they want?	Does the mentee feel that they're on the right path? Are they supported or is more needed? Is there anything the mentor can do to help?
<b>Relationships</b> Positive relationships built on foundational rapport at all levels	What does our culture look like and how does this impact mental health? What can we do to change it?	How does the mentee approach their relationships? Can the mentor assist/advise on how to make relationships more positive?
<b>Role</b> Employee understanding of role in industry/organization and description of that role	How clear is the industry on what the roles are and the expectations associated with them? Is there any way to improve	Is the mentee clear about their role and expectations? Does ambiguity impact on their mental health? Can the mentor assist?
<b>Change</b> How is organizational change managed and communicated?	Change is a constant across the industry. How can change be managed and communicated better?	How well does the mentee manage the constant change in their role and organization? How does this impact their mental health and how can the mentor help?
Emotional Intelligence – revisit. Celebrate	What have we developed and learned?  Our recommendations to the Committee of further actions	What have we learned on a personal level?

## SUPPORT

To support the pilot and its participants, we propose:

- All participants undertake an EI assessment at the start and end of the six-month program



## WELLNESS IN INFRASTRUCTURE

### Mentoring Program Proposal

- We'll develop a smart-phone app with details of support services, resources, mentor and mentee contact details, calendar of events, FAQs. This app will only be available to the mentors and mentees and the program administrators.
- We'll invite an appropriate facilitator for each of the monthly sessions to help the group work through the hazards. This will be the same facilitator (possibly Lysander) who will also contribute to the assessment of the program.

### PROGRAM TIMELINE

The working groups proposes the following timeline for the Wellness in Infrastructure Mentoring Program

<b>November 2020</b>	Endorsement/approval by Steering Committee
<b>December 2020</b>	Refinement of program Process detail Administration agreement
<b>February 2021</b>	Soft launch
<b>February 2021</b>	Information sessions for interested mentors/mentees
<b>March 2021</b>	<b>Applications and selection</b>
<b>March 2021</b>	Program Start
<b>April 2021</b>	<b>Launch Event</b>
<b>May 2021</b>	Group Session 1 – Pressure and Relationships
<b>July 2021</b>	Group Session 2 – Promotion and Role
<b>September 2021</b>	<b>Mid-point program review</b>
<b>November 2021</b>	Group Session 3 – Influence and Change
<b>December 2021</b>	<b>Close workshop Celebration</b>
<b>December 2021</b>	Program end review and presentation to Steering Committee

### LAUNCH PROCESS

The working group proposes a soft launch of the Wellness in Infrastructure Mentoring Program for the six-month pilot program to the Steering Committee member organisations. If the pilot is successful and the program is rolled out more widely, a hard industry-wide launch would be developed and instituted.



# WELLNESS IN INFRASTRUCTURE

## Mentoring Program Proposal

### Collateral

Website	<p>A website to be developed where all information on the mentoring program can be housed. This will include the application process and form, event calendar and FAQs</p> <p><b>Suggestion:</b> For the pilot, use an existing Steering Committee member website to develop a sub-site rather than establish a new separate website.</p>
Brochure	<p>A 2-page brochure to be printed and distributed to the Steering Committee organisations for the soft launch. Brochure will introduce the program, it's purpose, broad criteria and how the find out more information</p>
Launch email	<p>The Working Group will develop an email for Steering Committee members to distribute to their organisations for soft launch</p>
Intranets	<p>The Working Group will develop some materials for Steering Committee organisations to put on their intranets to support the soft launch</p>

### OUTCOMES AND DELIVERABLES

#### Measurable

- Measured improvement in the individual EI of participants
- Assessment of program undertaken by participants. Self-assessment identifies improvements in personal resilience. Analysis undertaken by Working Group to identify successes and areas for improvement.

#### Expected benefits

- Suggestions from participants of how to address the risks at an industry level building in continuous improvement to be presented to the Steering Committee at the conclusion of the program.
- Participants, both mentors and mentees, take their experience and learnings from the pilot back into their organisations and start to build effective change and raise awareness of mental health
- Development of appropriate coping strategies at both individual and organisational levels