



## About the program

People managers have a significant impact on employee engagement and business outcomes. According to Gallup, people managers account for about 70% of a team's engagement. They impact every stage of an employee's experience with an organisation, from recruitment through to exit.

The Public Service Commission's (PSC) People Manager Group Mentoring Program is a new initiative under the PSC's people manager capability uplift program and is open to all NSW Government people managers. This 6-month pilot program focuses on uplifting people manager capability in the areas of performance and development, two stages of the employee lifecycle that capture most of the day-to-day experiences of employees.

## What is group mentoring?

Group mentoring can take many forms, however, for this pilot five mentees will be guided by one mentor. In contrast to one-on-one mentoring, group mentoring gives participants the opportunity to build their people manager capability by learning from multiple viewpoints, providing each other with diverse thinking and broader experiences. Mentors act as learning partners and facilitators for the group and manage the group dynamics.

## Who can apply?

To join as a mentee, you must:

- be currently direct line manager of at least one staff member
- be interested in growing your people manager capability, particularly in improving employee experience in the areas of performance and development
- be willing to commit time and energy to the program.

To join as a mentor, you must:

- have been a people manager for 5 years or more
- be comfortable facilitating group discussion
- be experienced in managing group dynamics
- be willing to commit time and energy to support the development of less experienced people managers.

There is no cost to participants or agencies, the program is funded by the PSC.

## What is my commitment?

The People Manager Mentoring Program is a 6-month program commencing in May 2022. Mentors and mentees will be matched according to application details and are

required to attend three events: program launch, mid-program review and program close.

During the program, you will receive guidance from the PSC, giving you helpful tips and information about mentoring and access to other relevant materials available for supporting mentees.

Activity	Time required
Training, reading and workshops	Up to 1/2 day in total
Preparation and time spent in mentoring conversations & follow-ups	1-2 hours per month
Program surveys	1/2 hour in total

Key program dates	Date
Applications open	29 March
Program information session (MS Teams meeting)	6 April 10-11am
Applications close	29 April
Successful applicants contacted	From 9 May
Program launch – opening workshop	18 May 10-11:15am
Mid-program progress review	24 August 10-11am
Program close event	6 December 10-11am

## What are some of the benefits?

Both mentors and mentees will experience benefits from participating in this program including:

- learning from others
- hearing about experiences and strategies utilised by other people managers
- developing workable solutions to existing challenges
- solving remote teams/hybrid working challenges
- staying abreast of emerging issues relevant to people managers
- networking with sector colleagues.

Mentees will get to:

- share real-life staff performance challenges in a confidential environment
- practise giving and receiving feedback
- share development and career conversation formulas and methodologies, e.g. strengths-based leadership
- reflect on own people management style.

Mentors will:

- contribute back to their peers
- further develop their mentoring and group facilitation skills.

## Application process

Mentees and mentors will be asked to complete an online application form to assess their eligibility for the program, and to collect details to help with the group matching process. The information you provide will help us 'match' the right mentees with the right mentor, based on experience, skills and what you both want to achieve from the pilot program.

Mentees will additionally be asked to provide their manager's details as the PSC will notify managers of successful mentees prior to their acceptance into the program.

Applications will be collated by the PSC. As this is a pilot program, places are limited (100 mentees and 20 mentors) and will be allocated equitably across the sector. We will endeavour to match as many mentees as possible, provided that we have a suitable mentor.

## What's involved?

### Mentoring sessions

During the program, mentoring groups will be expected to meet (virtually or in person) approximately every 3 weeks, totalling 10 times. It will be up to each mentoring group to establish their own timetables for their group meetings.

The program provides participants with a supportive framework to enable:

- targeted people manager capability development
- group-based learning opportunities
- cross-sector networking opportunities.

The focus of the program is on lifting capability in across a range of people management areas including:

- Communicating purpose and direction
- Delivering feedback
- Recognition strategies and motivation
- Generating influence to inspire action
- Leadership
- Manage team dynamics
- Managing remote/hybrid teams
- Lifting underperformance and coaching for high performance
- Supporting career conversations.

### Surveys

Successful mentees will be asked to complete a baseline self-assessment of their people manager capability before the program begins, and a final self-assessment after the program concludes.

Surveys and questionnaires will be used to evaluate program's effectiveness in lifting people manager capability and inform future program design.

## Mentoring platform and program materials

The PSC has partnered with Mentorloop to manage the registration and matching process, communications, scheduling, surveys, and mentoring resources. For

example, you can post materials you would like to share with others on the platform. You can also sync your Outlook calendar with your Mentorloop account to make scheduling easy.

## **More people manager programs and resources**

Sign up to the people manager [mailing list](#) to receive updates from the PSC on upcoming people manager programs and new resources.

The [People Manager Hub](#) contains links to useful resources for people managers on the PSC website.

## **Contact us**

If you're interested in finding out more about the program, please send an email to: [CapabilityFramework@psc.nsw.gov.au](mailto:CapabilityFramework@psc.nsw.gov.au)