



## Medical Technology Association of Australia

*Mentoring Program for Women employed within Member companies*

*“Mentoring has been transforming people for thousands of years. Today, it is an equally transformational tool for organisations all over the world – including 71% of Fortune 500 companies who run formal mentoring programs. Individuals who have access to great mentors (and great mentees), see more promotions, more skill development, increased, and better personal and professional outcomes”- **Extract from Mentorloop***

### Introduction

The MTAA Mentoring Program is a Women in MedTech initiative. The program is aimed to facilitate mentoring relationships so that experienced mentors can share advice, knowledge and experience with women mentees within the MedTech industry to assist in their professional and career development. The goal is to assist more women in their career progression into Management and Senior Management positions within the MedTech industry as well as resulting in a mutual professional development relationship.

This program was piloted in FY20 with support from Mentorloop, a cloud-base mentoring program, and had 54 people participate in the initial program. Due to COVID-19 the relaunch was delayed until 2021.

The program enables links to be established between a Mentor and Mentee:

**Mentor:** an employee (open to all genders) of a Member or Associate Member company, who has experience in a Management, Leadership or a subject matter expert position and has at least 2+ year’s work experience within the MedTech industry. A mentor is a person who shares knowledge, offers advice, shares experiences and provides support to assist in the career development and professional growth of a mentee

**Mentee:** an employee from another Member company, or within a Member company, who identifies with one or more of these categories: women, non-binary people, who works within a different department from Mentor and has worked within the MedTech or Health industry. Who is wanting to gain assistance in progressing their career goals whilst working within the MedTech industry, to be eligible as a Mentee. A mentee must be willing to listen, learn and challenge their ideas to get the most out of the mentoring relationship.

Mentoring methods and their execution vary according to the mentor and mentees’ personalities, working styles and the dynamics created together in their partnership/journey. Participants are encouraged to come into the program with an open mind and flexible approach to developing mentoring partnerships.



The program will be available to employees of Member companies and Associate Member companies.

*“The delicate balance of mentoring someone is not creating them in your own image but giving them the opportunity to create themselves”.* Steven Spielberg

## MTAA Women in MedTech Mentoring Advisory Committee

The original 2019-committee consisted of:

Rebecca Cortiula, MD, Terumo  
Nicki Walsh, Human Resources Director, Tunstall Healthcare  
Kristina Ek, EA & Office Manager, MTAA  
Katherine Purcell, Human Resources Advisor, MTAA

The 2021 committee are:

Rebecca Cortiula, Snr MD Varian  
Lyn Davies, MD Tunstall  
Naeema Mohamed, RA&QA Manager, Zimmer Biomet  
Katherine Purcell, Mentoring Coordinator & Human Resources Advisor MTAA

The sub-committee is responsible for:

- Structure of Mentoring Program.
- Oversee the selection and matching process to ensure appropriate mentoring pairs
- Provide advice and counsel to mentors and mentees during the program as needed.
- Formally review the program and implement improvements.

## Purpose of the MTAA Mentoring Program

The purpose of the MTAA Mentoring Program is to facilitate mentoring relationships so that experienced mentors can share advice, knowledge, and experiences with mentees, resulting in a mutually beneficial professional development relationship.

The program is not designed to assist mentees with employment opportunities within Mentor companies. It is a program to aid the mentee in their professional and career development. In the event a mentee is employed by their mentor’s organisation during the mentoring program, the pair will either be reassigned or cease participating in the program.

A member company will need to agree to support a Mentor within their organisation to mentor an employee from a different department within their organisation to participate within the program.



## Objectives:

- Increase opportunities for employees who identifies with one or more of these categories: women, non-binary people employed within a MTAA member company to access Mentors, who are subject matter experts, Managers and Leaders, who can offer mentoring/coaching to assist them achieve their career goals.
- Allow more experienced MedTech Managers, Leaders, Professionals to provide guidance and support to mentees as they transition within the MedTech industry.
- Encourage mentors to embrace the professional engagement, collaboration and support less experienced women who are pursuing a career within the MedTech industry.

## Definitions:

**Mentor:** A mentor is an employee of a Member company or Associate Member company, who has experience in a Management, Leadership or subject matter expert position and has at least 2+ year's work experience within the MedTech industry. A mentor is a person who shares knowledge, offers advice, shares experiences and provides support to assist in the career, professional and personal growth of a less experience person, mentee. A Mentor is open to all genders.

**Mentee:** A mentee is anyone who identifies with one or more of these categories: women, non-binary people, of a Member company, who is employment within the MedTech or Health industry, who is wanting to gain assistance in progressing their professional and career goals whilst working within the MedTech industry. A mentee is someone seeking professional and personal career development and growth through the assistance of an experienced member within the MedTech industry. A mentee must be willing to listen, learn and challenge their ideas to get the most out of the mentoring relationship.

## Benefits of the MTAA WiMedtech Mentoring Program

### Benefits for a Mentor:

- Further development of mentoring and coaching skills, including providing feedback, communication and interpersonal skills.
- Contributing to the MedTech Industry.
- Staying in touch with emerging issues relevant to less experienced professionals.
- Networking with other MedTech professionals through mentoring events.

### Benefits for a Mentee:

- Identifying professional growth and development areas for career advancement.
- Partnered learning.
- Access to an independent, confidential support system.
- Clarifying career goals and assistance with overcoming career challenges enabling progression toward career aspirations.
- Networking with other MedTech professionals through mentoring events.



## Program Timeline and Registration

The initial pilot program registration will open in May 2021, with the intention of Mentors and Mentees being advised of outcome by mid to late June 2021. Registration will be via an application form for Mentees and Mentors with detailed questions to ensure appropriate matching of mentoring pairs.

## Program Guidelines

### *Program Eligibility & Requirements*

#### Mentee:

- Is anyone who identifies with one or more of these categories: women, non-binary people and is an employee of a Member company, who has been employed within the MedTech or Medical industries, who is wanting to gain assistance in progressing their professional and career goals, whilst working within the MedTech industry.
- Require a letter from employer to confirm their permission for the employee to participate in the program.
- Submit a Mentee application form.
- Commit to the program for its duration expected timeframe 9-12 months.
- Participate in a minimum of six mentoring sessions over seven months and complete program evaluation.
- Agree to signing and adhering to a Mentoring Agreement, including confidentiality with Mentor. It is necessary to ensure information shared with each other remains confidential.
- The Member company must retain membership with MTAA for the duration of the program.

#### Mentor:

- Is an employee of a Member or Associate Member company, who has experience in a Management, Leadership or a subject matter expert position and has at least 2+ year's work experience within the MedTech industry to be eligible as a Mentor
- Require a letter from Employer to confirm their permission for the employee to participate in the program.
- Submit a mentor application form.
- Commit to the program for its duration expected timeframe 9-12 months.
- Participate in a minimum of six mentoring sessions over seven months and complete program evaluation.
- Agree to signing and adhering to a Mentoring agreement including confidentiality with Mentee. It is necessary to ensure information shared with each other remains confidential.
- Member company must retain membership with MTAA for the duration of the program.

The mentoring relationship will be determined by the experience, goals, and objectives of the mentee and therefore, be flexible and negotiable. The program is voluntary and confidentiality between the Mentee and Mentor is essential to establish a mutually respectful, honest, and open communication.



**Program Delivery:** Once Mentees and Mentors receive their match; the program is then largely managed by both parties. Mentees and Mentors set up their meetings, communication schedule and plan objectives/goals for each meeting.

The minimum time commitment that MTAA recommends is one hour per month. We recommend that the mentoring pair set up their mentoring schedule and expectations at the commencement of the program during their first meeting.

## Roles and Responsibilities:

### *Roles and responsibility of Mentees:*

- Upon receipt of match contact your Mentor within one week of receipt.
- Agreement with Mentor to plan for meeting and catching up.
- Schedule a meeting at a convenient time for both of you, at least once a month, with your Mentor.
- Use a variety of methods to initiate contact, ie. phone, email, face to face, Skype, Zoom etc.
- Accept responsibility for your own development and define your learning needs.
- Be honest and clear with your Mentor about what you would like to learn and achieve, ensuring you both have an understanding of your goals.
- Ensure confidentiality is maintained at all times.
- Be willing to listen, show ability and desire to learn.
- Be proactive in the relationship and seek guidance.
- Develop new skills and knowledge to apply to your career.
- Keep commitments you make with your mentor.
- Be aware that mentors may have many pressures on their time, be understanding and catch up at a convenient time for both of you.
- Plan the meeting ahead, create a list of things you would like to discuss that you feel will be relevant to your development.
- Ask for feedback and provide the mentor with feedback when required.
- Be receptive to constructive suggestions and assistance.
- Access and explore the recommended tools and resources that may be available through the program.
- Adhere to compliance to avoid anti-competitive behaviour.
- Address any concerns in a mutually agreed manner with the Mentor and/or MTAA Mentoring Coordinator
- Mentees should be aware that the advice provided by their Mentor is an individual opinion only.
- Mentees should contact their HR team, and/or Lifeline, Beyond Blue or Local Doctor if they are experiencing any significant work/home related issues.

### *Roles and responsibilities of Mentors:*

- Ensure to respond to Mentee introductory email within 48 hours of receiving it.
- Agreement with Mentee to plan for meeting and catching up.
- Schedule a meeting at a convenient time to both of you, at least once a month, with your Mentee.



- Use a variety of methods to initiate contact, ie. phone, email, face to face, Skype, Zoom etc.
- Support and assist Mentee achieve their goals and objectives they have set for the mentoring program.
- Ensure confidentiality is maintained at all times.
- Be willing to listen objectively and communicate with your Mentee.
- Be encouraging and facilitate raising the bar in relation to your Mentee's potential.
- Provide advice, guidance, and constructive feedback on your Mentee's professional and career specific goals, as appropriate.
- Ask questions that will encourage Mentees to explore issues from a variety of perspectives.
- Demonstrate cultural sensitivity to varied Mentee backgrounds.
- Ensure adequate time and support mechanisms are made available to Mentees.
- Try and plan the meeting ahead of time, have some initial questions prepared to ask your Mentee or relevant experience or case studies, to share which may help the Mentee in situations they might face in their career.
- Where appropriate, facilitate networking opportunities and explore career development opportunities with your Mentee.
- Access mentoring tools/resources that may assist you and Mentee identifying specific issues that can assist the Mentee.
- Know your own professional boundaries and areas of expertise/knowledge and refer the Mentee to other specialists for advice as required.
- Adhere to compliance to avoid anti-competitive behaviour.
- Address any concerns in a mutually agreed manner with the Mentee and/or MTAA Mentoring Coordinator.
- If a mentee is sharing concerns regarding either work and/ or home related issues that are affecting their health, Mentors should advise them to contact their HR team, and/or Lifeline, Beyond Blue or Local Doctor.

## Program Support

WiMedtech Forums

MindTool guides [www.mindtools.com](http://www.mindtools.com)

Mentor / Mentee networks

## Initial Meeting:

During your initial meeting it is important to establish some key phases in the mentoring relationship. The following areas for discussion are a guide:

- Exchange background information and the reasons why you became involved in the program.
- Establish the mentoring partnership guidelines.
- Develop a draft schedule for subsequent meetings/catch ups.
- Discuss process for developing Mentee's goals and objectives for the program.
- Preparing for mentoring meetings.





- Review and co-sign the mentoring agreement.
- How formal or informal and how flexible the mentoring partnership will be?
- How often will you meet?
- What is your preferred method of meeting? (ie. face to face, phone, Skype, Zoom, email etc)
- What meeting day and time best suits you both? How long will the meetings last?
- What is the appropriate notice if you need to cancel or postpone a meeting?
- How will you ensure confidentiality and trust?
- Most acceptable way in contacting your mentor if outside of schedule, ie. phone, email, and appropriate times to contact them, ie. outside of workhours?

## Goal Setting and Objectives: SMART Goals

During the first and second meetings the Mentee should brief their Mentor on their overarching learning goals, objectives and what they would like to accomplish during the program. Setting goals provides Mentees with a long-term vision and short-term motivation. It assists both the Mentee and Mentor plan for their sessions together.

- **Specific** – to be clear about what is required and what you want to accomplish.
- **Measurable** – identify how you will determine whether the goal has been achieved. A goal can be much more motivating if you can track and record your progress and see how you are doing.
- **Attainable** – your goal should be challenging but also achievable.
- **Realistic** – can your goal really be achieved? Think not only about the goal, but also your own personal circumstances.
- **Timeframe** – when will you complete this goal by? How much time will you need to put in on a regular basis to achieve this goal?

## Mentoring Meetings

Every mentoring session should be both personable and purposeful. It is important for the Mentor to guide the mentoring relationship, however the Mentee should drive their learning and development. Mentors and/or Mentees may wish to develop agenda items collaboratively or use the outline below to help brainstorm before mentoring sessions and reflect on after. Mentees should ensure that topics are relevant to discuss with their Mentor.

### *Preparation:*

- Are there any issues, situations, concerns, or topics you would like to discuss during your next mentoring session?
- What thoughts have you had around the issue to date?
- How does this issue link to the bigger picture of professional, career and/or personal life?
- What information will help my mentor to understand the situation?
- What factors are impacting on the situation? Is there one issue, or several mixed issues?
- Why should I change the situation?



## Reflection

- Summarise the points discussed.
- What did you learn and achieve?
- What would you do differently as a result?
- What decisions and action plan are you going to take?
- What was good about the mentoring session?
- What didn't work or wasn't successful about the mentoring session?
- What will you focus on between now and the next session?
- Date and time of next mentoring session.

## Mentoring Agreement

The purpose of the Mentoring Agreement is:

- Each person understands what is expected from them.
- Each person agrees to their role and responsibilities.
- Confidentiality, privacy, respect and honesty is strictly adhered to.
- The arrangement is formalised, helping to gain dedication and commitment from both parties.
- It is expected that if the mentoring relationship is not working for any reason that MTAA will be notified immediately to ensure that the matter is addressed and, if necessary, a new Mentor/Mentee is sourced.

## Code of Conduct for the MTAA Mentoring Program

In applying for and entering the MTAA Mentoring Program it is understood that the Code of Conduct is always to be adhered to:

- The Mentoring Program requires dedication from both parties to make it work. It is expected that the Mentor/Mentee, in becoming part of the Mentoring Program, will provide time to share ideas, knowledge and experiences with their partner in the mentoring relationship.
- It is expected that Mentors/Mentees will complete the application form honestly, for the matching to be as successful as possible.
- The Mentor helps the Mentee with the quality of their thinking about their self-development and career management; and in doing so, learns about him/herself.
- The Mentor may take many roles: being a role model, sounding board, helping build networks and career support, sometimes simply being there to listen and challenge. The Mentor responds to the Mentee's developmental needs and agenda; it is not the Mentor's role to impose their own agenda.
- Mentor and Mentee must respect each other's time and other responsibilities, ensuring they do not impose beyond what is reasonable.
- Mentor and Mentee must also respect the position of third parties, such as line managers or team colleagues.
- It is expected that if the mentoring relationship is not working for any reason, that MTAA will be notified immediately to ensure that the matter is addressed and if necessary, a new Mentor/Mentee allocated.





- The candidate should understand that once they make the commitment to participate in the MTAA Mentoring Program that if for any reason they cannot see the program through to its conclusion, they need to notify MTAA Mentoring Coordinator and their Mentee/Mentor as soon as possible. Participants wishing to withdraw from the program are required to complete a formal withdrawal process.
- It is expected that within the mentoring relationship there will be no bullying, abuse or misconduct on the part of the Mentor or Mentee and that failure to abide by this may result in termination from the program and further action if necessary.
- During the course of the mentoring relationship, the Mentor and Mentee will not enter into any commercial arrangements. Neither party may attempt to induce the other to buy goods or services from themselves or related parties.
- During the course of the mentoring relationship, the Mentor and Mentee will avoid any romantic or sexual relationship, taking action to avoid such intimacy or withdrawing from the program if necessary.
- It is expected that the Mentor/Mentee, in becoming a part of the Mentoring Program, will provide time to share ideas, knowledge and experiences with their partner in the mentoring relationship.
- It is expected that confidentiality and privacy of the Mentor/Mentee will be strictly adhered to and that failure to do so may result in termination from the program and further action if necessary.
- It is expected if a mentee is sharing concerns regarding either work and/ or home related issues that are affecting their health, Mentors should advise them to contact their HR team, and/or Lifeline, Beyond Blue or Local Doctor.
- It is expected that the Mentor and Mentee will adhere to their Employer's confidentiality, Code of Conduct and Anti-competitive policies and procedures.

## Complaints and Grievance Policy for the MTAA Mentoring Program

The MTAA WiMT Mentoring Program, Mentoring Coordinator, is responsible for dealing with any complaints relating to the Mentoring Program. In response to any complaint MTAA will treat all matters seriously and sympathetically. It will act promptly in an attempt to resolve the matter. It will keep the matter confidential in accordance with this policy and it will document the complaint, investigation and any conclusion our outcome reached.

Where a complaint is not of a serious nature, such as a minor breach of the Code of Conduct, the Coordinator may seek to mediate a resolution or the participant may be offered an alternative Mentor or Mentee if the complaint relates to the conduct of the other participant.

Where a complaint is of a serious nature, such as an allegation that a participant has repeatedly breached the Code of Conduct or an allegation of harassment, the MTAA may, on the recommendation of the Mentoring Coordinator, refer the matter to the participant's employer and terminate the mentoring partnership. Where the aggrieved party or complainant still wants to participate in the Mentoring Program, the MTAA will make reasonable attempt to find the participant a new mentorship partner if one is available.



The MTAA may assist an employer to conduct an investigation. Where the MTAA chooses to assist it will endeavour to maintain the confidentiality of participants in the program and will seek to keep witness involvement to the minimum necessary to establish the facts. The MTAA will also keep an accurate record of all information gathered during the course of the investigation, which may be produced to the respondent's employer at the discretion of the MTAA

MTAA WiMT Mentoring Program Coordinator contact: Katherine Purcell, Mentoring Coordinator, [kpurcell@mtaa.org.au](mailto:kpurcell@mtaa.org.au)

Attached is Mentoring Agreement.

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## MTAA Mentoring Agreement

Name of Mentor	
Position Title of Mentor	
Name of Mentor's Employer	
Name of Mentee	
Position Title of Mentee	
Name of Mentee's Employer	

### 1. **Background**

- 1.1 This agreement should be used when commencing a mentoring partnership. It will assist in creating a structure and guideline for both the Mentor and Mentee. This is a commitment and agreement of dedication and confidentiality.
- 1.2 The Mentor and Mentee should retain a signed copy of this Agreement, and a copy of it to be given to MTAA.

### 2. **Mentoring Program Manual**

- 2.1 The Mentor and the Mentee agree to enter into a mentoring partnership in accordance with the Mentoring Manual and other mentoring guidelines produced by MTAA from time to time.

### 3. **Establishing Mutual Goals**

- 3.1 The Mentor and the Mentee acknowledge that no outcome is promised or guaranteed, however, they agree to work together to achieve the mutual goals they establish between them.

### 4. **Commitments**

- 4.1 The successful partnership between the Mentor and the Mentee is based on trust, honesty and confidentiality.
- 4.2 The Mentor and Mentee each agree to:
  - (a) Read the Manual prior to signing this agreement.
  - (b) Engage in open and honest communication with each other.
  - (c) Keep their commitments to each other.
  - (d) Provide each other with constructive feedback.
  - (e) Listen to each other.
  - (f) Participate in a minimum of a least six mentoring sessions for approximately one hour per meeting.
  - (g) Attend scheduled meetings.
  - (h) Attend mentoring events.
  - (i) Advise MTAA if the Mentee becomes employed at the Mentor's organisation/place of work and resign from the MTAA mentoring program.



- (j) Participate in evaluation of the mentoring experience.
- (k) Work towards the growth and development of each other.

## 5. Confidentiality

- 5.1 Subject to clause 5.4 and 5.5, the Mentor and Mentee each agree to hold their conversations in confidence and not violate the trust that is required for this partnership to be effective.
- 5.2 If the Mentor is aware the Mentee is going to share confidential Corporate information that may need to be passed onto another individual, the conversation should be stopped, and the Mentee reminded of the confidentiality requirement.
- 5.3 The Mentor and Mentee must adhere to their employer's Confidentiality, Code of Conduct and Anti-competitive policies and procedures.
- 5.4 If a Mentor or Mentee holds any serious concerns regarding the mental health of their partner (Mentor or Mentee) that amount to a reasonable belief that their partner or a third party, may suffer imminent harm as a result of their partner's health condition the Mentor or Mentee must inform MTAA who will notify the partner's HR team. The Mentor or Mentee should only inform MTAA if the Mentor or Mentee has advised their partner to contact their HR team, and/or Lifeline, Beyond Blue or Local Doctor and their partner has not done so and the Mentor or Mentee continues to have a reasonable belief that an individual may suffer imminent harm.
- 5.5 Where a participant of the Mentoring Program makes a complaint to the Mentoring Coordinator in accordance with the Complaints and Grievance Policy, they may disclose to the Coordinator the contents of conversation they have had with their Mentor or Mentee where those conversations relate to the subject of the complaint.

## 6. Code of Conduct

- 6.1 The Mentor and Mentee each agree to adhere to the Code of Conduct noted in the Mentoring Manual.

## 7. Privacy

- 7.1 The Mentor and the Mentee will observe the requirements of the Privacy Act 1988 (Cth) during the currency of this agreement.

## 8. Disputes and Termination

- 8.1 If a dispute arises in connection with this agreement or the mentoring process then:
  - (a) a party should inform the other party of the nature of the dispute.
  - (b) the parties involved should discuss the dispute and seek a resolution of it to their mutual satisfaction.
  - (c) if the parties cannot resolve the dispute without the intervention of MTAA then they, or one of them, should seek the assistance of the MTAA in resolving the issue and this will not constitute a breach of confidentiality under this agreement.
  - (d) if a dispute cannot be resolved and the Mentor or the Mentee wishes to terminate this agreement and the mentoring partnership before the end of the program that party should notify the other and MTAA Mentoring Coordinator in writing of the termination.



- 8.2 The Mentor and the Mentee are required to deal with each other, MTAA and third parties in a polite and professional manner at all times.
- 8.3 MTAA may terminate this agreement and its involvement in the mentoring partnership by notice in writing at any time.
- 8.4 Where, in the opinion of the MTAA, a participant of the Mentoring Program may have engaged in a serious breach of the Code of Conduct, the MTAA may refer the matter to the Mentor or Mentee’s respective employers. The Mentor and Mentee agree for such a referral to occur without further notice to them.

## 9. Indemnity

- 9.1 MTAA endeavours to create a good match between Mentor and Mentee. However, MTAA makes no assurance that every match will meet a participant’s expectations, and subsequently takes no responsibility or liability for the performance or conduct of either the Mentee or Mentor.
- 9.2 In signing this agreement, the Mentor and the Mentee hereby indemnify MTAA against all claims, actions, losses and expenses for which MTAA may become liable arising in connection with this agreement, any disputes between the parties, dissatisfaction with the quality of the mentoring experience, or the acts or omissions of the Mentor and/or the Mentee.
- 9.3 The Mentee acknowledges that the advice provided by the Mentor is an individual opinion only.
- 9.4 The Mentor and Mentee acknowledge that the MTAA does not endorse any advice provided by participants of the Mentoring Program. The MTAA makes no warranty as to the accuracy or appropriateness of any representations made by participants of the Mentoring Program.

Please make sure that you have read through the Manual before signing this agreement.

### Signatures

I have read and understood the above agreement.

Mentor Signature	Date
Mentee Signature	Date

Return signed agreement to Katherine Purcell, Mentoring Coordinator, [kpurcell@mtaa.org.au](mailto:kpurcell@mtaa.org.au)