A GUIDE TO BUILDING YOUR BUSINESS THROUGH MENTORING

JUNE 2014

QUEENSLAND TOURISM INDUSTRY COUNCIL

The Voice of Tourism

Queensland Government

A Retention Strategy

FOREWORD

This document is designed to assist employers in providing a mechanism for mentoring employees and through this mentoring process create opportunities for career advancement and employment retention in the Tourism and Hospitality sectors.

With the current decline in the average size of Australian families there is an increasing overall decline in the working age population. Australia's migrant population is growing at a faster rate than that of the resident population. The current skills shortages in the tourism industry and the growth in the number of young working age people who are in the local region makes them a valuable labour source. By employing and developing the skills of the young, overseas visitors and mature age we can counter skill shortages and create a long term strategy that engages a diverse range of people and adds value and visitor appeal to your business.

Since 2009 the Queensland Tourism Industry Council (QTIC) and state and federal governments have been supporting The QTIC Indigenous Employment Champions Network. The 'Network' aims to support tourism employers to engage and manage Indigenous employees.

QTIC have developed a range of Indigenous recruitment and retention resources for tourism operators. Based on positive feedback from operators, we have modified the Indigenous Mentoring resource to be relevant for all tourism operators.

This document supports a suite of business development resources (www.qtic.com.au) that are best illustrated by the diagram on the next page:

Readers and users will receive the following benefits from utilising this resource:

1. An understanding of mentoring;
2. An understanding of the value of mentoring;
3. An understanding of the best person to assume the mentoring role;
4. An understanding of mentoring skills required by business owners;
5. An understanding of mentoring skills required by employees;
6. An understanding of cultural competence;
7. Some useful 'hints' in dealing with the nuances of employing a diverse range of people;
8. A comprehensive checklist of mentoring and business requirements.

Employment

- QTIC Tourism and Hospitality Best Practice Guide
- Staff Management Tool Kit
- QTIC Tourism and Hospitality Careers Guide
- A Guide to Building Your Business through Mentoring
- The Employers Guide to Indigenous Employment
- Traineeships & Apprenticeships
- Templates to assist Employers with Staff Management
- Seasonal Workers Program
- Tourism Volunteering Portal
- The Directory of Indigenous Services & Programs
- Tourism Pathways
- Registered Trade Skills Pathway

This resource has been developed to introduce you to a number of basic concepts and models that will assist in addressing mentoring and cultural challenges in your business.

It is designed to get to the heart of the retention issues in terms of the employment of a diverse range of people your business may be facing. It is a very practical approach that can be applied to any businesses situation.

It does not aim to give you full knowledge of the mentoring and cultural competence environment; this would require significantly more information. However, it will give you the ability to understand the principles of building and sustaining a successful business model and applying this knowledge in a practical way within your business environment.

QTIC urges you to read, listen and research about being successful in business.

Remember, it is the way you think that is the main driver for success. There are literally hundreds of books on the subject, many are simple and practical and QTIC encourages business owners/managers to get into a habit of reading them.

CONTENTS

Mentoring

THE SIMPLE EXPLANATION

Mentoring has been around for a very long time, it is present in all cultures, is present in all walks of life and usually centres on more experienced people sharing their wisdom and insights with less experienced people.

An effective mentor can be described as *'someone with knowledge and wisdom relevant to the needs and aspirations of the mentee who helps them to solve problems and achieve their goals'*.

Mentoring has a particular flavour to it. It is the sharing of insight and the passing on of wisdom as it applies to particular experiences. Coaching is different to mentoring in that it is more focused on skill acquisition, on how to become competent in a particular activity. Supervising is also different to mentoring because it is more focused on ensuring people do the activities they have been delegated in a manner that is of an acceptable standard and is consistent over time. Both coaching and supervising are part of the skill set of an effective mentor.

When people feel confident and competent they are capable of performing at their best. The way people think reflects the way they feel. Managing the way people think starts at the top and infiltrates every aspect of the business.

Mentoring is about having the right framework for dealing with issues.

- What is the right approach to take in this particular circumstance?

- What are the politics of the situation?

- What are the easy short cuts to get a good outcome?

- What are the issues that need to be considered to ensure a good outcomes for all?

Working on your business from a mentoring perspective will not only raise productivity, it will also create a vibrant work environment because it involves helping everyone reach their full potential.

Mentors – potential skill base at a glance:

M	Motivation	How do you motivate an Employee?
E	Empowering	Not being afraid to make mistakes?
N	Non Judgemental	Open Communication
T	Tools	What methods were used?
O	Options	What could you do?
R	Reflection	What will be the outcomes?
S	Skills	Training and Development?

Motivation:

Recognition and reward good performances. Give credit where credit is due.

Empowering:

Enabling decision making and not being afraid to make mistakes will build the mentees/employees confidence, self-esteem, respect and trust.

Non Judgemental:

Do not be critical and make assumptions regarding a mentee/employee. Provide information, guidance and constructive criticism. Treat people equally and fairly.

Tools:

Communication strategies – including listening, questioning and giving and receiving feedback. Look, Listen and Learn.

Options:

Use personal and professional networks to assist the mentee/employee. Planning, and providing assistance and guidance to assist the mentee / employee to suit their needs.

Reflection:

Reflect on the personal and professional development the mentee/employee has gained. Identify and report the outcomes that will benefit the mentee/employee and the organisation. Celebrate achievements.

Skills:

Further training and development of personal and professional skills, knowledge and communication.

COMPONENTS OF MENTORING

- Look, listen and learn

- Being non-judgemental

- Knowing when and where to refer employees to

- Respect, how do we give it

- Body language, remember to monitor your own

- Open communication

- Giving and receiving feedback

- Working together

- Build trust

- Give options

- Be firm but fair – treat people equally

Consider adding mentoring to your job description and giving this skill value in your workplace. Many employees like to share their skill and knowledge and gain from the experience as much as the employee they are mentoring. Breaking down stereotypes is an important part of increasing our cultural competence diversity base and adds a human face to those preconceived ideas that people sometimes have when thinking about peoples' cultural background.

THE VALUE OF MENTORING IN MY BUSINESS – MENTORING MAKES GOOD BUSINESS SENSE

Mentoring in the business context affects all levels of the business and creates an environment where people feel valued. The business owner, manager or the supervisors who make the major decisions are the people whom seek the benefits of effective mentoring first. They in turn, are the people who can pass their accumulated wisdom onto the other people in the business to ensure that everyone moves forward.

Mentoring is particularly important in the following areas:

- The vision of the business;
- Emotional engagement;
- Business planning and goal setting;
- Continuous improvement – building the business.

It is easy to create and have an inclusive management style when times are good and all is going to plan. It becomes more difficult when business is tough. Taking time to have regular staff meetings, time spent talking to staff and generally getting to know your employees is an easy option to ignore when you are struggling with other parts of your business. Maintaining a consistent management plan re-enforces the behaviours and expectations you would like to achieve in having a sustainable workplace culture.

THE VISION OF THE BUSINESS

What does it look like when my business is really successful? How do I feel, how do my customers, suppliers, staff and all other stakeholders feel when the business is really successful?

The Vision should be inspirational and carry the owners and everyone forward.

To do this it has to be constructed in such a way that it inspires people. It then needs to be communicated to everyone in a manner that all are inspired.

How you conduct and manage your business is a reflection of your beliefs and values…

EMOTIONAL ENGAGEMENT

The key to inspiration and business success is having everyone linking their own future hopes and dreams with the future of the business in some positive way.

For this to happen, the direct contribution of each stakeholder needs to be specified in such a way that it is obvious that they are making an important contribution to the success of the business. This helps them to become emotionally attached or emotionally engaged with the direction and success of the business.

When people are emotionally engaged, it releases enormous energy which can be used to create real productivity. When there is real productivity, there needs to be a clear direction to maximise the benefit of the effort.

Provide feedback to managers and employees on how effectively they are fulfilling their role and meeting your expectations. It is not always easy to know how we come across to others and feedback gives the framework to make change possible. Clear job descriptions, regular meetings and reviews with all employees, feedback from all your stakeholders helps create an opportunity for you to manage behaviours and provide a forum for employees to have a voice.

Providing your employees with opportunities to express their views is essential. For each business this will change with the size and nature of the business. How you do this will vary, however it can be as simple has stopping to have lunch with employees, coffee when it is quiet or a weekly/monthly staff meeting.

All employees should have opportunities to have their say; managers need to find ways of reaching and encouraging people to talk about what's important to them rather than waiting for people to come to them; managers need to listen to what is said and respond to it. This doesn't mean acting on all suggestions but it does mean letting people know what the process is and the thoughts behind the decision.

It means allowing people to see and understand what is going on and not just responding to decisions.

BUSINESS PLANNING AND GOAL SETTING

Mentoring is where planning and goal setting becomes imperative. The vision gives the inspiration, business planning and goal setting gives the direction and framework for the implementation of the vision.

Goals are achieved through the formulation of clearly defined and measurable strategies. Specific actions to achieve the strategies that meet the goals are then determined. The more this is shared with stakeholders, the more likely they are to be actively engaged in achieving the goals.

Set your policy and procedures that show you have a fair and transparent management style. Clear and easily read documents that allow all employees to understand what it is that you expect from them and what it is that you are doing for them. This can be accomplished in their letter of appointment for wages and their job description as well as regular staff meetings and reviews. Remind employees of what the vision is and how the business will achieve that vision.

CONTINUOUS IMPROVEMENT – BUILDING THE BUSINESS

Continuous improvement is built on the principles of clear leadership, a strong expectation of success, involving everybody, having good quality information, and getting things right the first time.

This requires the vision to be clear and current and the Business Plan to be based on good quality information, well-constructed, measurable and owned by the stakeholders. It also incorporates a style of thinking which anticipates and solves problems and uses innovative approaches to exploit new opportunities.

Continuous Improvement builds on momentum. When the momentum is understood and managed, the business continues to improve, when the momentum falters, so does the business.

Do you 'walk the talk' - We all have seen and heard of people who make promises or promise to follow through. Are you one of them? Do your say one thing and do the opposite. This means that employees are given different messages, one written and one demonstrated daily. The way we behave sends an important message and employees will use this behaviour as a role model.

Good management is not about being nicer to people, it's about being fair and consistent. Fairness relies on being clear about the business values and expectations, communicating these standards and behaviours and consistently applying them. Treating people fairly means communicating what it is you except, communicating issues that impact on them and letting them know what to expect and when. You may not have all the answers but communication of the issues and problems allows them to understand the process the business is going through and why decisions are made.

You don't need a vote to make a decision in your business but you do need your employees to be part of the solution so gaining their commitment is critical to your success. When people understand the process they may not agree but they do feel they have had an opportunity to be part of the decision process.

MENTORING IN MY BUSINESS

Most small business owners will not have the resources to employ full time mentors to help their business, therefore, they will more than likely have to take on the mentoring role themselves or delegate it to a senior staff person.

Mentoring Methodology includes:

Informal: conversations that happen in the workplace, that may be accidental or as part of a meeting or review process;

Formal: relationships in a structured program;

Peer Mentoring or Buddy System: two colleagues mentor each other;

Reverse Mentoring: executive mentored by non-executive;

Cascading Mentoring: each level of an organisation mentors those below;

Group Mentoring: one mentor meets with several mentee's;

Mentoring Round Tables: peers interact in a group mentoring conversation;

Mentoring Circles: facilitated group, each person mentors one person and is mentored by another;

Mastermind Mentoring and/or business coaching: experts coach as novices;

Formal Cultural Mentoring: provides training in being culturally sensitive;

Building Partnerships: with industry sectors and local communities.

Managing people from different age groups, cultural and economic backgrounds is always difficult and demands constant adjustment for the needs of the business and employees as well as stretching the skills and knowledge of the manager.

Managers are always looking for ways to ensure they have the right people at the right time and who are capable of the role required in the workplace. More and more often the business manager will have less choice of employees to draw from and will need to mentor, train and be more involved in development of their potential. This is a new role for many business owners and managers.

As an owner or manager the relationship you have had with people, friends and family, peers and industry contacts will assist you to reflect of how you can engage your employees. What are the relationships that you value most and why? In terms of business relationships, what are the strongest and most valued? Are these relationships productive?

If you think about what you value from those relationships you have had with people you work with, then you will understand the relationships your employees will value and benefit from. As a manager what can you do to encourage and reinforce these qualities?

Once you are clear about what you need, you might want to get some support to develop or strengthen these skills. There are many training programs available to assist managers to develop these skills. You could also approach your industry association or other local employers for advice on management training and development opportunities.

Mentoring people to their full potential requires addressing the five Cs:

Confidence   **C**ompetence   **C**ulture   **C**oordination   **C**ontinuity

IDENTIFYING SUITABLE MENTORS FOR MULTI-CULTURE AND MATURE PEOPLE

Business owners and managers need to be able to identify members of their own staff who have the qualities to act as mentors, or even as informal 'work place buddies' for potential or current employees. It is essential and critical to success that mentors have a solid level of cultural awareness and competence.

Courses have been established that prepare staff for mentoring and there are a number of consultants who offer cultural awareness and competence training to workplaces if required. Investing in training your staff in this area is a sound business investment.

Mentoring for your business requires the development of conditions that allow individual employees to build and enhance existing knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the "process of learning and adapting to change". To make change possible we can build management capacity by mentoring.

It is prudent to check on the suitability of the mentor with the Mentee. Being Indigenous does not automatically make someone the best Mentor; in fact there are many reasons why some Mentor/Mentee relationships are not appropriate. The best way is to check is to ask the Mentee.

BUILDING MANAGEMENT CAPACITY BY MENTORING

Below are some key tips for building and maintaining management capacity in your business:

- Understand what your business culture is. What are the values and beliefs that are important and what and how do your staff support these?
- Provide flexible work practices which meet the needs of your business and your staff;
- Work with staff to discuss the issues and problems of a work/life balance;
- Review how you do things and when;
- Allow employees to learn more and encourage job responsibilities;
- Praise employees for their contribution to your business;
- Improve the skills of your supervisors;
- Provide training and career pathways;
- Be proactive with the health and well-being of all employees;
- Make sure people take breaks and have annual leave. Plan for it and talk about it so that it happens at a mutually convenient time for them and the business.

MENTORING IN ACTION IN MY BUSINESS

When the business driver/owner has a clear picture on where the business is going, has a framework on how this can be achieved, has a team of people and stakeholders through which it needs to be achieved, the task is to then motivate the team in such a way that they are fully engaged, motivated and personally identifying with the achievement of the outcomes set by the business.

This means:

- Understanding the needs of each employee;
- Having an understanding of their personal goals;
- Relating the business goals to their personal goals;
- Giving recognition for their contribution to progress and achievements;
- Rewarding good performance;
- Giving opportunities for personal growth and achievement above current activity levels, develop career pathways;
- Managing your time in such a way that you are able to spend time with staff. Have those staff meetings, get those reviews completed;
- Getting to know each person individually, getting to know about their interests, challenges, their family life, culture, recreational interests;
- Helping them to solve issues through the sharing of experience and knowledge reminding them of their responsibilities and allowing them to set a plan that they can commit to.
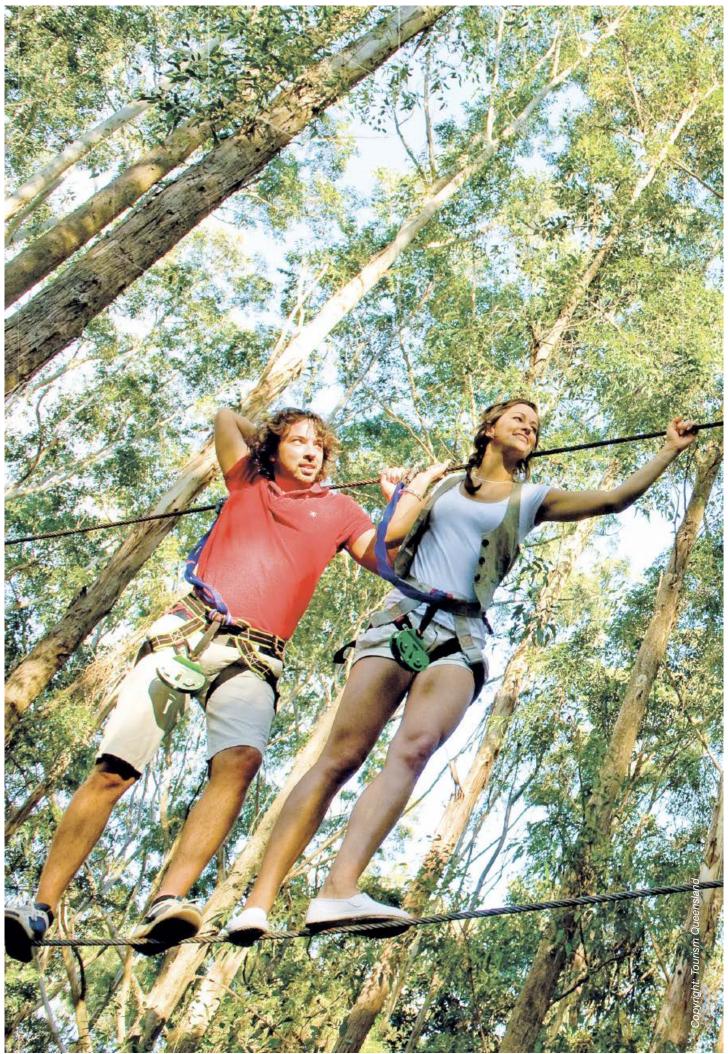
WORKING AT BEST PRACTICE

Best practice is about developing and implementing effective strategies that which encourage cooperation and engagement of employees and management. In some instances, consultation is not a choice, but required by law as in Workers' Health and Safety.

When you create a culture of consultation and cooperation there are significant benefits in the workplace and for you as an employer. Working at best practice means you are seeking to hear the view and opinions of your staff, staff are encouraged to raise issues and this often leads to effective strategies to move the business and work practices forward.

This consultation of regularly seeking opinions and views from employees creates:

- More productive workplaces as a result of greater cooperation and collaboration between employees and management;

- Informed decision making and commitment to the successful outcome by employees;

- Committed employees who promote the business;

- Employees who promote change and are committed to workplaces change;

- Discussion and cooperation instead of disputes;

- Informed employees who understand the businesses processes and needs.

These practices should be implemented through your employment practices including position descriptions, letters of appointment and the induction process as well as regular staff meetings.

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When the business seeks to encourage cooperation and engagement of employees in the workplace you need to remember to respect everybody's opinions and cultural values and beliefs. In your workplace, think about the cultural and language differences that should be considered. If you are not sure, ask your employees. No one expects owners or managers to have all the answers but by asking questions you will create a more open and sustainable workplace and employees will be more open in sharing skill and knowledge.

Your relationship with your employees will develop over time as you gain greater insight into the different values and believes of your staff and understanding the importance of these values and believes in their lives.

Remember as the employer, YOU are responsible for your relationship with your staff.

FLEXIBLE WORK PRACTICES AND THE EFFECT ON EMPLOYEE PERFORMANCE

Staff that experience difficulty meeting the demands of both work and other life commitments may demonstrate this by:

- Absenteeism;
- Being late for work;
- Having to leave work early;
- Inability to take on additional duties, work overtime or travel;
- Inability to work particular shifts;
- Inability to participate in training;
- Increased stress.

Introducing flexible work practices can help employees manage these difficulties and help their work performance. If an award covers the employees, it is essential that any new arrangements do not fall below award conditions.

CAREER DEVELOPMENT

It is useful to meet with staff from time to time to find out why they like working for your company and whether there's anything that can be improved. Feedback could also be sought during exit interviews. Annual reviews can be used to explore career pathways and opportunities. Document the discussion and review twelve months later. This can be very motivating for an employee and allows you to continue your development of your mentor practices and processes.

Regularly analyse training needs through communication and reviews with your employees and their supervisors and develop on-the-job training as necessary for their positions. In some cases you may suggest formal training courses that lead to a qualification.

Encourage employees to take advantage of any training and career development opportunities you have on offer. Don't make assumptions about your employees: some will be happy to just have a job; others will be ambitious and want to advance in their careers. Some may recommend you to friends and family and suddenly you're an employer of choice.

UP SKILLING MENTORING ABILITIES

Business owners and managers need to assess their personal skill levels in the areas of: visioning, planning, goal setting, communication, and building momentum.

Business owners also need an understanding of their capacity for innovative thinking, adaptability to change, creativity, responding to opportunities, decision making and information sharing, caring for people and being open and transparent.

MENTORS QUALITIES

Mentors would be expected to have some or all of these qualities:

1. Have a good understanding of issues likely to influence and impact on employees;

2. Able to actively listen and provide meaningful feedback, as well as challenge the employee when necessary;

3. Able to work with the employee and their supervisor and if necessary the employee's family;

4. Where the employer is training the employee have the necessary skills and knowledge to share and develop the employees skill and knowledge;

5. Be a role model and offer informal information and guidance that shows empathy for the employees values and beliefs;

6. Able to show and inspire trust and respect by communicating openly and honestly about often difficult issues;

7. Able to understand and not overstep role boundaries as an employer;

8. Know when they should involve others;

9. Aware of the pressures on employees and their family obligations as well as to the business and other employees.

Where there are strengths, continue to practice then, where there is a need for further development look for appropriate resources to upgrade skills. These might be found in your industry bodies, community groups, friends and family or consider more formal training.

UP SKILLING MENTORING ABILITIES – EMPLOYEES

Everyone wants to progress in their own personal lives. This is an opportunity for business owners and managers to help through the sharing of their knowledge and experience. The extent that they do this should be considered in terms of outcomes for individuals and outcomes for business.

Business owners and managers need to be clear on whether they are to be a mentor for individual staff or as a key employee to mentor a team or junior employee. People pick up on the vibration of interest and sincerity as well as the vibration of disinterest. Time needs to be set aside to communicate with all employees, both in work specific issues as well as personal and social issues. A shared laugh is a great motivator and is a shared experience!

Engaging staff can occur through formal and informal feedback frameworks. Formal appraisals give everyone a chance to express their opinions in a non-threatening way. It helps to give direction to where the person is developing over the next twelve months and these are linked into the business objectives.

Informal feedback maintains motivation, nips inappropriate behaviours in the bud and helps maintain engagement of all parties to what the business is all about.

Business owners and managers need to be able to identify members of their own staff who have the qualities to act as mentors, or even as informal 'work place buddies' for potential or current staff.

For multi-cultural and mature employees you should ensure that the business has a level of cultural awareness and competence and that all employees have an understanding of what is cultural appropriate in the workplace.

While we all can improve our understanding of different cultures it is important to remember that in the workplace showing respect and being professional in our relationships is also a legislative requirement under the Fair Work Act. Mentoring staff through this understanding is important to growing a sustainable workplace that embraces cultural differences and is a critical factor for anyone working in the tourism sector.

Racism and discrimination in the workplace can have a negative impact on the retention of staff. Workplaces that educate their employees about their responsibilities in the workplace, not just the employer obligations, will limit the potential racist and discriminatory behaviour from other employees. Understanding of the legislation is important to everyone and should be implicit in all employee processes i.e. job descriptions, induction practices and ongoing training.

Cross cultural awareness training will give your staff a better understanding of all Australian lifestyles and help them to find 'common ground' with their multi-cultural and mature colleagues. This will help to reduce misunderstandings that sometimes arise between employees, supervisors and managers.

As a business owner or manager you will from time to time be challenged to resolve issues in the workplace that may stretch your skill and knowledge and understanding. When employing multi-cultural and mature Australians an understanding of their culture and circumstances is critical to successfully engaging and mentoring these employees. We call this understanding of their culture cultural competence.

CULTURAL COMPETENCE

Cultural competence refers to the ability to understand and interact with people from other cultures in such a way that you understand why they are doing what they are doing, can communicate in such a way that your message is being received in the way you intend it to and that you are hearing their message in the way they are intending it.

It is the ability to communicate and interact in a way that is fun, feels good, and brings the best out of everyone. Cultural incompetence on the other hand is the inability to communicate clearly, inability to have a common understanding, not to have a shared vision, good will, optimism and enthusiasm for the tasks at hand.

Cultural competence comes from communication beyond the immediate tasks of any particular position. It is having an interest and knowledge of what is happening in a person's life, what their personal aspirations are, what their living circumstances are, what motivates them and what does not.

Being culturally competent makes good business sense, makes the workplace a fun place to be, and fulfils your Industrial Relations responsibilities in terms of Equal Employment Opportunity and Duty of Care to your employees.

The implementation of culturally competent work practices is best addressed at the induction phase of employment and reinforced in ongoing meetings in the workplace.

CULTURAL COMPETENCE – DEFINED

Cultural competence is a long-term, ongoing process of personal insight and development revolving around understanding our own values and beliefs and where they have come from.

It links to the knowledge base we have of what culture means to ourselves and what culture means to people from other cultures.

We are conceptually competent in another culture to the extent that we can comprehend the way they are interpreting actions, behaviours and events in their environment.

We are communicatively competent when we can express our intended message through language or behaviour in such a way that the other party understands what is intended and we can interpret the language and behaviour of a person from another culture in such a way that we are understanding what their intention is.

When we know what is actually going on from a cultural perspective, we can then decide how we will act upon the knowledge. When we do this in a way that is uplifting, we are behaviourally competent.

It is a little more complex than completing a series of training sessions, ticking a series of boxes and claiming at the end that one is culturally competent.

In their depiction of cultural competence in relation to *Indigenous Australians by McConnochie, Egege and McDermott* (2008, pp. 192 - 193) highlight three key issues for the development of cultural competence – Knowledge, Values and Skills.

KNOWLEDGE

1. Having a broad generic understanding of the nature of worldviews and culture and the implications of culture for understanding human behaviour.

2. Developing an understanding of the specific cultural and historical patterns that have structured multi-cultural lives in the past and the ways in which these patterns continue to be expressed in contemporary Australia.

VALUES

1. Having an awareness of our own personal values and beliefs, and a capacity to move away from using our own cultural values as a benchmark for measuring and judging the behaviour of people from other cultural backgrounds.

2. Developing an awareness of the values, biases and beliefs that are built into our industry, business or profession which often go unquestioned and an understanding of how these characteristics impact on people from different cultures.

SKILLS

1. This third component builds on the first two components to enable us to develop a repertoire of skills needed to work more effectively as a business or professional across cultures.

Training in the values and beliefs of other cultures is important, but to seal the deal, you need to engage and share experiences with people from other cultures.

In other words, attending a cultural competence training workshop, or even many workshops, is not the end of the process, merely another step along the way. The real learning occurs in context, in real situations with real people. It is also where the fun is!

CULTURAL COMPETENCE AS A PROCESS

- **Cultural Knowledge** – learning the elements of culture and their role in shaping and defining behaviour.
- **Cultural Awareness** – recognising and understanding the cultural implications of behaviour.
- **Cultural Sensitivity** – the integration of cultural knowledge and awareness into individual and institutional behaviour.
- **Cultural Competence** – the routine application of culturally appropriate interventions and practices.
- **Cultural Proficiency** – the integration of cultural competence into one's repertoire for scholarship (e.g. practice, teaching and research).
- **Cultural Incompetence** – lack of knowledge of the cultural implications of behaviour

Source: Psychology and Indigenous Australians (Foundations of Cultural Competence) by Rob Ranzijin, Keith McConnochie, Wendy Nolan (2009)

As a business owner or manager you may need to consider and reflect on your cultural competence skill level when managing and mentoring multi-cultural employees. Examples of possible scenarios that you may need to consider and possible suggested resolutions are given in the following 'Case Study' pages, but are certainly not exhaustive. Each and every individual will need to be given an opportunity to share and explain concerns and issues and the context in terms of the individual and business would also need to be considered combined with business policy and procedures.

CONCLUSION

Mentoring is an essential business practice that can benefit everyone. It is cost effective, engaging and allows employees, on both side of the equation, mentor and those being mentored, to develop individual career pathways that can have particular benefit for minority groups in the workplace.

Utilising the cultural diversity in communities and workplaces is an integral aspect of management as it helps to break down possible internal and external barriers and potential stereotyping.

Successful mentoring is based on developing:

1. A relationship built on trust;

2. Mutual respect;

3. Constructive two way feedback mechanisms;

4. A willingness to learn and share experiences;

5. Understanding of the business' culture, plan, vision and outcomes.

Furthermore, the creation of a sustainable flexible workplace where a learning culture prevails is one of the key pillars to success in a multi – cultural and diverse workplace.

The Queensland Tourism Industry Council strongly suggests that tourism businesses consider mentoring as an integral part of any employment strategy, especially in terms of the staff retention of multi-cultural employees.

SECTION 2:
Additional Resources

MENTOR & MENTEE RESPONSIBILITIES

SUPPLIED BY MOSSMAN GORGE CENTRE

1. PURPOSE

The purpose of this procedure is to define the responsibilities of the Mentor and Mentee. The objective of this Mentoring process is to gain a solid understanding and identify employees' barriers to success, and to support them by developing action plans with the employee to assist them in achieving their work and personal goals.

2. SCOPE

The scope of this procedure includes Human Resource and Training Coordinators (Mentors), Staff Members nominated and trained as Mentors (ie. Leaders Group Members), the Mentee and process for referring to external support functions.

3. DEFINITIONS

Mentor: An employee that may be a member of the management team, a Human Resource and Training Coordinator or a senior member of the team who has been nominated by a staff member (Mentee) to assist and support them in achieving their goals.

Mentee: This is a staff member who is guided by a Mentor.

The Mentee may have been identified as requiring the support of a Mentoring Program due to **1)** Significant personal barriers impacting upon work performance or attendance **2)** General work performance or **3)** They are a high performing team member with recognised potential that would benefit from scheduled meetings with a nominated Manager.

4. RESPONSIBILITIES

Mentor Responsibilities:
The role of the Mentor is to engage the Mentee in an open and honest dialogue that focuses on strategies to help achieve goals and self growth. This includes responsibilities such as;
• Development of an Action Plan for the individual Mentee for personal and professional goals;
• Agreed meeting schedule;
• To keep appropriate case notes on individual confidential mentor files (kept with HR);
• To communicate fortnightly to employees manager and HR on the progress of the action plan and any additional support needed;
• In conjunction with the HR Manager, refer employee to outside support agencies where appropriate;
• To act within the Policies of the business;
• To maintain confidentiality and respect the Mentee's privacy at all times.

Mentee Responsibilities:
- To attend meetings as scheduled;
- To communicate with Mentor if unable to attend scheduled meetings;
- To set a realistic action plan with the assistance of the Mentor;
- To carry out agreed actions as per the plan and ask for assistance where required.

Human Resources responsibilities:
- To ensure case notes are kept on file and confidential;
- To assist in ensuring scheduled meetings take place;
- To assist with communication between Mentor, employee's manager and the General Manager.

5. PROCEDURE

1. An employee is referred to mentoring based on one of the three reasons identified previously. Either during the performance management process or a performance review. Manager is to outline to the mentor what areas of improvement/potential have been identified through the performance

2. The staff member is spoken to by their Manager and/or the Human Resources Manager about engaging a Mentor to assist them in achieving their goals.

3. The staff member is explained the responsibilities of the Mentor and Mentee and the purpose of the Mentoring Program.

4. The Staff member is then asked to consider who they would like to nominate as their Mentor.

CRITERIA FOR NOMINATING A MENTOR

The Mentor chosen should be either a:
- Manager;
- Member of the Leaders Group;
- Human Resource and Training Coordinator; or
- External member in the community.

The Mentor does not need to be their direct Manager, but should be a senior person in the business or community that the Mentee feels comfortable with, trusts and respects. The nominated mentor must be approved by the General Manager and budget.

Once a Mentor is decided upon by the employee, this potential Mentor is approached by the General Manager or Human Resources Manager. If required, the responsibilities of this mentoring relationship will be explained and their role defined. Also if required, further training or coaching on conducting mentoring sessions will be undertaken prior to the first scheduled Mentoring meeting.

The Mentor will then approach the Mentee and agree on their first meeting date, time and location.

MEETING ONE

At the first meeting, the key objective is to establish a good rapport between the Mentor and Mentee. Location chosen for this meeting should be private and non confrontational.

During this meeting the Mentor will:

• Explain their role as a Mentor and explain the responsibilities of the Mentee.

• Introduce that the key purpose of the mentoring is to set some personal and work goals and develop an action plan to help them achieve those goals.

• Explain confidentiality and that no judgements will be made on information that is discussed in the meetings.

• Refer to the Mentoring Form- the Mentor is to ask the Mentee "Why did you want to work in this business". This will give important information to the Mentor as to the Mentee's motivation for attending work.

• Mentor to give a copy of the template for personal and work goal setting and ask the Mentee to consider what goals they would like to set for themselves. This may be given to the Mentee to take home and consider – if this is the case, then they are to bring this back to the second meeting.

• Agree with the Mentee on the date for the next meeting and the best time/day/location for future meetings.

• Ensure that phone numbers are exchanged and establish boundaries for when can be called outside normal business hours

• Issue the Mentee with a notebook/pocket diary for them to record their goals in and encourage them to make notes on things they would like to discuss between mentor meetings.

After the meeting, the Mentor will complete their case notes.

MEETING TWO

During the second meeting, the objective is to agree on an action plan for achieving the Mentee's goals.

• Review goals set by the Mentee.
• Introduce the action plan form by looking at each goal individually and asking the Mentee what they need to do to achieve that goal and what may stop them from achieving that goal.
• Discuss barriers identified and include actions to overcome these in the action plan.
• Agree on an action(s) for the Mentee to undertake before your next scheduled meeting.
• Agree on next meeting time, date and location.
• Mentee to complete their notebook/diary with notes from the meeting and action plan points.

Mentor to complete case notes following the meeting.

ONGOING SCHEDULED MEETINGS

Once the Mentee has established their goals, an action plan has been put in place and timeframes agreed upon, further meetings are to provide support and guidance on these actions and encourage completion. Once goals have been achieved or actions completed, the Mentor and Mentee should set new goals and further develop the action plan.

At the completion of each meeting:

• The next meeting date, time and location will be confirmed;
• The Mentee will update their diary/ notebook with actions to do;
• The Mentor will complete their case notes;
• The Mentor must acknowledge progress made and successfully working on the action points.

MENTEE CASE FILE NOTES

Employee Name: _____

Employee contact phone: _____

PART 1: BACKGROUND INFORMATION

While some of these questions may be addressed to the person to more clearly assess them, this assessment form is to be completed without the presence of the person. These notes are to remain confidential and are for the Mentor and Human Resources records only. The Mentor is to ensure this information is kept factual where possible and based on information received from Mentee, not assumptions or subjective.

Individual Traits

What are the person's strengths at work and personally? _____

_____

_____

Does the person have health concerns that may be a barrier to achieving their goals? _____

_____

_____

What are two areas of improvement you have identified that would make a significant improvement in the person's ability to achieve their goals?

1. _____

2. _____

Social Skills

How would you describe the person's personal interaction skills?

☐ Is confident and initiates conversation

☐ Is shy in new environments, but confidence does build

☐ Lacks confidence which impacts on social interactions

What does the person use as a coping mechanism?

☐ Hides themselves away from others

☐ Turns to close friends but isn't comfortable speaking with Support Worker or other potential authority figure

☐ Increases consumption of alcohol or other substances

☐ Has tendency to become aggressive or violent

☐ Utilises Support/Mentor Staff to assist with coping styles and learning differences

Are there any identified social issues that may be a barrier to success? _____

_____

_____

Support Network

Who are the key family members in the person's life? _____

_____

_____

Are the person's family at home struggling, placing stress and pressure on the person?

☐ Yes ☐ No

If so, please describe elements of the home situation:

Does the person's family support their goals?

☐ Yes ☐ No

Education, Employment History and Workplace Behaviour

How would you describe the person's literacy and numeracy skills? _____

_____

_____

What level of schooling did the person complete? _____

_____

_____

Does the person have any disciplinary notes on their HR file? _____

_____

_____

Can you identify the person's key risks, concerns or challenges in the workplace (please describe)? _____

_____

_____

Barriers Identified

In this section, please note any barriers identified through conversations, performance reviews or formal counselling that may be applicable to the support required.

List any barriers identified under the following headings:

Potential Workplace Barriers (Conflicts within community, Kinship connections at work) _____

Community Barriers (Family responsibilities, community membership obligations, transport) _____

Personal Barriers (Health, Domestic violence, Substance Abuse, Coping mechanisms) _____

Professional Barriers (Literacy and Numeracy, Education, lack of training) _____

Support History

Please complete a summary of any counselling/mentoring interaction/reports that have been completed for the person.

Date	Description of reason for counselling or incident	Any Follow up required

2. ACTION PLAN (EXAMPLE)

To be completed with person, this action plan identifies goals, timelines and responsibilities.

Ultimate Goal

Why did you want to join the Mossman Gorge Centre? _____

_____

_____

_____

_____

Do you enjoy your job? If no, what would you rather be doing? _____

_____

_____

_____

_____

Personal Goal One:

Steps or actions to achieve that goal:

	Action	Timeline	Help Needed
1.			
2.			
3.			
4.			
5.			

What are some potential barriers that you could face, that might make it hard to achieve your goal?
What actions can you put in place to overcome these barriers?

Personal Goal Two:

Steps or actions to achieve that goal:

	Action	Timeline	Help Needed
1.			
2.			
3.			
4.			
5.			
What are some potential barriers that you could face, that might make it hard to achieve your goal?			
What actions can you put in place to overcome these barriers?			

Work Goal One:

Steps or actions to achieve that goal:

	Action	Timeline	Help Needed
1.			
2.			
3.			
4.			
5.			
What are some potential barriers that you could face, that might make it hard to achieve your goal?			
What actions can you put in place to overcome these barriers?			

Work Goal Two:

Steps or actions to achieve that goal:

	Action	Timeline	Help Needed
1.			
2.			
3.			
4.			
5.			
What are some potential barriers that you could face, that might make it hard to achieve your goal?			
What actions can you put in place to overcome these barriers?			

Mentor Meeting Timeline

Mentor Name: _____

Nominate the regularity of meetings with the person and who is responsible for that meeting.

Subject	Date	Time	Venue	Mentor

<p style="text-align:center">SAMPLE:</p>

POSITION DESCRIPTION

YOUR Position Title Is:	Reservations
YOU Report To:	Reservations Supervisor and General Manager
YOUR Overall Job Purpose Is:	To have an attitude of exemplary customer service and looking for ways to be of help to ensure the maximum enjoyment of every visitor to the [Company Name]. To maintain a high level of customer service to all "guests" of [Company Name] by ensuring appropriate reception, retail and sales services are provided at all times.

In addition to understanding and observing the [Company Name] policy and procedures and [Company Name]'s staff handbook, policies and procedures, the position's tasks and the standards to which they need to be performed are:

TASKS	PERFORMANCE STANDARDS
1. Show consistent professionalism by:	
Reporting to work in the correct uniform	Consistently
Maintaining high levels of personal presentation	Consistently
Being ready for work at the rostered start time	Consistently
Rostered hours may be subject to change due to Operational needs and may vary from notified roster	Consistently respond in a friendly and courteous manner
Advising your supervisor/manager of lateness or inability to attend work prior to shift	Consistently
Performing all duties and responsibilities in a timely manner	Consistently
Having a good knowledge of the park's history and features	To be able to demonstrate good knowledge.

Showing genuine respect for ALL [Company Name] employees and encouraging a spirit of teamwork and cooperation	Behaviour and an attitude that creates a harmonious environment free of discrimination and harassment.
Showing a genuine respect for ALL [Company Name] customers ensuring all special needs and cultural needs are respected	Behaviour and an attitude that creates a harmonious environment free of discrimination and harassment.
2. Attend and successfully complete [Company Name] training programs as directed	Attendance and completion.
3. Show an advanced ability and willingness to approach visitors and engage in conversation	At every opportunity with enthusiasm and confidence.
4. Lead by example in personal contact with visitors	Constantly demonstrating and encouraging less experienced staff.
5. Have a good knowledge of the park's operating timetable	a) To be able to demonstrate good knowledge. b) Ensure information is current and accurate.
6. Respond to & assist guests & supervisors	Responding and assisting consistently, in a friendly and courteous manner.
7. Ensure a smooth work flow during daily activities	Customer expectations are met or exceeded.
8. Answer all incoming calls at your area of work	a) Within three rings using the appropriate greeting (Good morning / Afternoon, [Company Name], and your name...) b) Professionally in a courteous & friendly manner c) Announcing all callers prior to transfer.
9. Message taking	a) Accuracy of message taking. b) Relaying of urgent messages to the appropriate person without delay.
10. Prompt & efficient customer service	a) Every customer approached within 2 minutes. b) All waiting customers acknowledged. c) Follow through on all transactions.

11. Use advanced sales techniques	a) Features & benefits are mentioned.
	b) Additional items are suggested.
	c) Up-selling techniques are applied.
	d) Actively promote sales across all departments and [Company Name] products
12. Operate reservations equipment	a) Efficient & error free operation of all equipment.
	b) All admission charges and charged correctly and accurately as per the policy and procedures.
	b) Never leaving cash unsecured.
	c) Accurate processing of credit cards.
	d) Accurate receipt & issuing of monies.
	e) Ensure all voids are actioned before end of day.
13. End of day reporting / balancing	a) Error free balancing of registers.
	b) Completed error free till sheets.
	c) All attachments securely fastened to till sheet.
	d) Variances reported to supervisor/manager.
14. Assist Reservations Supervisor with reservations/bookings through responses, confirmations and ensuring internal booking system is updated as required	Responding & assisting consistently in a friendly & courteous manner.
	Timely & effective completion of all tasks.
15. Actively assist in the training & development of lower grade retail staff	Development of skills of staff.
16. Ensure that the rostered area is clean & tidy at all times	Presentation standard of rostered area.
17. Accurate & timely daily completing of paperwork	a) Complete booking sheets daily.
	b) Float & banking forms completed as per procedure.
	c) Completed reports on all issues that could affect the operation of the park.
	d) Completion of other paperwork as directed.

18. Maintain security procedures	a) Showing awareness of customer movements. b) Never leaving your area unattended. c) Ensure on going security each day and external doors are secured prior to departure each day. d) Limit access of customer information e) Keep memos, price lists & charts confidential. f) Never leave cash unsecured. f) Manager or supervisor alerted to possible security problems.
19. Maintain equipment in good working order & report any problems to the Supervisor	Problem free operation of all equipment.
20. Lighting maintenance – report on any lighting problems	All lights must work all of the time.
21. Show a common sense approach to relevant workplace health & safety issues & report ALL potential risks	Minimal accidents in the workplace.
22. Sustainability	Promote and implement sustainability practices in the workplace in conjunction with Management direction.
23. Maintain company standards throughout rostered area	Appropriate company standards demonstrated at all times.
Manager	Timely & effective completion of all tasks.

☐ *I have read and understand the position's tasks and the standards to which they need to be performed.*

Name: _____

Signature: _____ Date _____/ _____/ _____

COMPUTER, INTERNET, INTELLECTUAL PROPERTY & E-MAIL USAGE POLICY

This policy document refers to [Company Name] Company.

To protect [Company Name] from any legal action resulting from any unauthorised or unapproved use of the computer systems, Internet and e-mail and social media use it is mandatory that each member of staff with computer/internet access read the policy below and sign off on the induction checklist.

I, the undersigned, agree to abide by the following rules and conditions relating to my use of [Company Name] systems, Internet and e-mail:

1. I will not use Internet access provided by [Company Name] for any purpose other than company email, Internet, Intranet and all social media access, except as otherwise specifically permitted by my General Manager or a Company Director from time to time. I agree to follow any practices and procedures the [Company Name] may issue from time to time in relation to use of the Internet.

2. I acknowledge that the Internet access provided to me is for business purposes only, and I agree to provide [Company Name] with any password and access procedures used from time to time in relation to such access. I acknowledge that Management of [Company Name] may access and agree to make available to [Company Name], all information (including e-mail) transmitted or received via Internet access provided by [Company Name]. All Emails, Internet and social media use may be logged and read by the General Manager, Managing Directors and other Senior Management Staff this includes any company mobile phones with internet access e.g. iPhones etc.

3. **I will not download or upload software or files from or to the Internet without prior approval from the General Manager or Managing Directors. I will not use email for my own personal use. The use of any computers or software will be for business use only and not for any personal use.**

4. When using any personal Internet account I may have or obtain, I agree not to represent myself as an employee or agent of [Company Name], except as otherwise specifically permitted by Senior Management

5. I agree not to use the Internet to disseminate or email any confidential information belonging to [Company Name] other than as specifically authorised by my General Manager, a Director or other authorised senior Management member

6. I agree to abide by all laws in using the Internet and e-mail, and I acknowledge that [Company Name] will not be liable for any use I may make of the Internet and e-mail, including but not limited to liability relating to:
   - Infringement of copyright;
   - Sexual harassment or obscenity;
   - Other vilification or discrimination;
   - Defamation or libel including information critical of fellow employees;
   - Breach of confidentiality;
   - Misuse of personal information;
   - Breach of the Trade Practices Act;
   and I agree to indemnify [Company Name] for any losses, costs or damages howsoever incurred arising out of my misuse of the Internet or e-mail system.

7. I will not make a written record or divulge to others, **either within the company or external parties, my allocated usernames, passwords and pin numbers.**

8. If I am issued with a [Company Name] owned mobile phone and or company mobile number, I am aware that I am permitted to use my company owned phone for personal calls in a sensible and reasonable manner and that the charges for any excessive personal after hours use may be charged back to me at the discretion of management.

9. I understand that personally owned mobile phone usage should be kept to an absolute minimum during work hours and if I require to keep my personal phone on during work hours it must be approved by the Manager.

10. I agree that under no circumstances I should be using my personal smart phone and internet account to access the internet during work hours. If for any reason this is required I am aware that I need to seek approval from my manager beforehand.

11. Employees are able to access social media within their hours of employment for the purposes relating to the business but are not to bring themselves or their employer into disrepute. Employees using internet and social media are not to breach the trust and confidence placed in them by their employer.

12. Time spent on Internet and social media sites is not to affect productivity with the business work group and to be of a reasonable short duration. Employees must not cause harm to the relationship between the employee and the employer, damage the employer's interests or be incompatible with the employees' duty as an employee.

13. I agree that my ring tones and message alerts are a standard suitable for our professional office environment (e.g. A ring tone of a top 40 song may not be appropriate.) This includes any personal phones that are kept on during office hours.

14. I understand that all CD's and DVD's produced by [Company Name] are protected by copyright and that it is against company policy for staff to promote or partake in the creation of unauthorised copies.

15. I understand that once my employment with the company ceases I may be asked to remove any links to social media sites relating to the company, services and products and I agree that these will be remove as directed prior to my release and discharge from the company.

I understand that if I contravene any of these rules, it is considered a serious breach of the [Company Name] Employee Policy and may result in disciplinary action including termination of employment.

If you have any questions about this policy, please contact the Human Resource Department or your direct Supervisor.

THE USE OF FACEBOOK AND SOCIAL NETWORKING

Social Media is a place to have conversations and build connections, whether you're doing it for [Company Name] or for yourself. The connections you'll make on Social Media will be much more rewarding if you remember to have conversations rather than push agendas. [Company Name] has always been a leader in using technology to directly connect with our customers. Social Media is another tool you can use to build our brand, just be sure you do it the right way.

Access to social media sites such as Facebook is provided by [Company Name] in accordance with the company's Computer, Internet, Intellectual Property & Email Usage Policy. Personal use is only permitted if it is incidental to formal duties and all relevant policies, procedures and guidelines are followed.

[Company Name] employees are expected to maintain the same high standards of conduct and behaviour online as would be expected elsewhere within the business:

- Being apolitical, impartial and professional;
- Behaving with respect and courtesy, and without harassment;
- Dealing appropriately with information, recognising that some information needs to remain confidential;
- Being sensitive to the diversity of the Australian and International public;
- Taking reasonable steps to avoid conflicts of interest.

Specifically, please be aware of the following inclusions to [Company Name] Internet Policy relating to Facebook & Social Networking forums.

CONFIDENTIAL INFORMATION

- You may not share information that is confidential and proprietary about the company. This includes information about trademarks, upcoming product releases, sales, finances, number of passengers/visitors, company strategy, and any other information that has not been publicly released by the company.

RESPECT AND PRIVACY RIGHTS

- Speak respectfully about the company and our current and potential employees, customers, partners, and competitors. Do not engage in name calling or behaviour that will reflect negatively on the company's reputation. Note that the use of copyrighted materials, unfounded or derogatory statements, or misrepresentation is not viewed favourably by the company and can result in disciplinary action up to and including employment termination

- The company encourages you to write knowledgeably, accurately, and using appropriate professionalism. Despite disclaimers, your online social interaction can result in members of the public forming opinions about the company and its employees, partners, and products

- Honour the privacy rights of our current employees by seeking their permission before writing about or displaying internal company happenings that might be considered to be a breach of their privacy and confidentiality.

SAMPLE:
THE USE OF
FACEBOOK NETWORKING

YOUR LEGAL LIABILITY

Recognise that you are legally liable for anything you write or present online. Employees can be disciplined by the company for commentary, content, or images that are sexist, racist, homophobic, defamatory, pornographic, proprietary, harassing, libellous, or that can create a hostile work environment. You can also be sued by company employees, competitors, and any individual or company that views your commentary, content, or images as sexist, racist, homophobic, defamatory, pornographic, proprietary, harassing, libellous or creating a hostile work environment.

HOW FACEBOOK CAN WORK

[Company Name] has a Facebook Page that is updated regularly by staff, page administrators and fans.

We encourage our staff to:

'LIKE' these pages;

'COMMENT' on posts;

'SHARE' company posts to your personal 'WALLS'; and

'TAG' yourself and friends in any uploaded pictures;

'SHARE' your own appropriate pictures, videos and comments to the pages.

Each time a Facebook post is shared, it potentially doubles the number of impressions it has on the Facebook network, which is of course great publicity.

When posting on the company walls, you must represent yourself as a company staff member. Do not provide false accolades, but do feel free to provide correct and enthusiastic reviews, and maintain disclosure that you work with or for the company.

Please note, that you can continue to interact normally with your friends on Facebook, without the comments going onto the company walls. (If you are Facebook friends with staff members, they will however see your posts). Primarily, we are asking for you to share company posts to your wall, not your posts on the company walls.

USEFUL WEBSITE LINKS FROM WWW.FAIRWORK.GOV.AU

- Anti-discrimination and equal opportunity

- Education and training resources

- Business resources

- Government portals

- Independent contractors resources

- Industrial relations

- Job resources

- Legal organisations and resources

- Occupational health and safety

- Privacy

- Youth resources

ANTI-DISCRIMINATION AND EQUAL OPPORTUNITY

- Australian Equal Opportunity for Women in the Workplace Agency

- Australian Human Rights Commission

- Anti-Discrimination Commission Queensland Education and Training Resources

- International Labour Organisation

- Australian Apprenticeships

- Australian Apprenticeships Training Information Service

- Department of Education

- Department of Employment

- Queensland Department of Employment, Training and the Arts

JOB RESOURCES

- Australian Jobsearch

BUSINESS RESOURCES

- AusIndustry
- Business Gateway
- Department of Innovation, Industry, Science and Research
- Office of Regulatory Services
- Department of Justice - consumer affairs
- Office of Fair Trading
- Queensland Government - Business and Industry
- Consumer Affairs and Fair Trading
- Consumer and Employment Protection

GOVERNMENT PORTALS

- Australian Government
- Australian Government Information Management Office
- Australian Public Service Commission
- Commonwealth Ombudsman
- Federal Attorney General's Department
- Prime Minister of Australia
- Department of State Development, Trade and Innovation
- Queensland Government

INDEPENDENT CONTRACTORS' RESOURCES

- Fair Work Building & Construction
- Business.gov.au - Independent contractors

INDUSTRIAL RELATIONS

- Queensland Industrial Relations Commission
- Qld Queensland Department of Justice and Attorney General

LEGAL ORGANISATIONS AND RESOURCES

- Australasian Legal Information Institute
- Commonwealth of Australia Law ComLaw
- Federal Circuit Court of Australia
- Federal Court of Australia
- High Court of Australia
- Law Stuff
- Legal Aid Queensland
- State Law Publisher

OCCUPATIONAL HEALTH AND SAFETY

- ComCare Australian Government Agency
- Office of the Australian Safety and Compensation Council
- Domestic Violence Workplace Rights and Entitlements Project
- Queensland Workplace Health and Safety
- WorkCover Queensland
- Workplace Standards

PRIVACY

- Office of the Privacy Commissioner
- Office of the Information Commissioner Queensland

YOUTH RESOURCES

- My Future
- Office for Youth

ACKNOWLEDGEMENTS

NOTES

Queensland
Government