



Networking and Mentoring Handbook

February 2023



**FEDERAL COURT
OF AUSTRALIA**



**Papua New Guinea
Centre for Judicial Excellence**

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Overview

The Mentoring Program aims to support judicial officers across its twelve participating countries, namely: Fiji, Federated State of Micronesia, Kiribati, Marshall Islands, Nauru, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga and Vanuatu.

The Program is open to all judges sitting in any court in those nations to assist with the development of knowledge, skill and approaches to performing the judicial role competently and confidently. The role of Mentors is open to all judicial officers, registrars and others performing judicial delegated functions, barristers and other senior legal professionals with significant knowledge and experience they are willing to share with their peers on a pro bono basis.

Mentors will have expertise, or specialist knowledge, in the area(s) of law and/or judicial procedure of interest to the Mentee. This will form the basis of how Mentees and Mentors will be paired. The objective and a program of support will be discussed and agreed between the Mentee and Mentor.

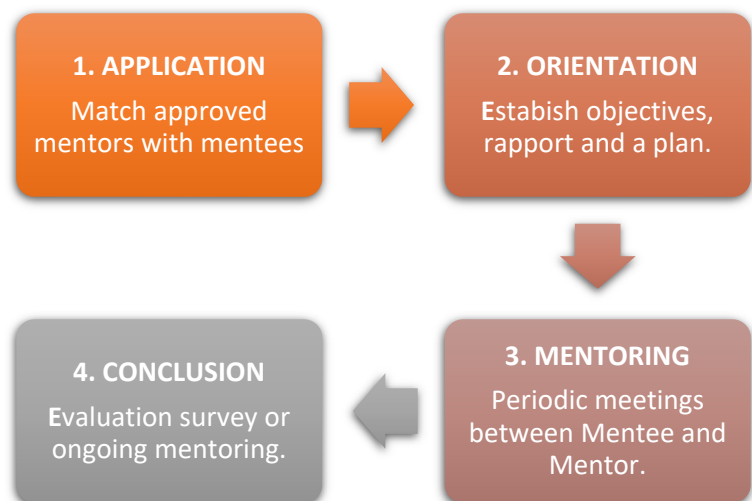
The amount of time each Mentor is able to provide along with the frequency and mode of communication will also be discussed and agreed between the Mentor and Mentee. Recognising that Mentees may need to share details of ongoing cases, Mentors will be bound to maintain all confidentiality. The Program is premised on the following values: trust and confidentiality; respect and boundaries; collaboration and encouragement; cultural sensitivity; and commitment.

Following the completion of the plan and agreements, Mentees will participate remotely in their personalised capacity building program. Mentoring will take place over a maximum of six months.

If not already members, both Mentees and Mentors will also be invited to join our regional network of judicial officers. At the end of the six month mentoring period, if there is a desire to continue, it will be subject to the agreement and availability of both parties.

Structure

The Program is structured in four phases. Following receipt of an application from the Mentee, the applicant will be matched with a Mentor. The role and responsibilities of both Mentors and Mentees are provided at Annexes A and B. Following initial meetings to establish the Mentees goals, rapport with the Mentor, and the program of support, the mentoring will commence. Towards the end of the six month period, the benefit of the mentoring will be assessed along with any need for ongoing support.



Matching

The Pacific Judicial Integrity Program Team will review Mentee applications against the expertise of its Mentors. Mentors and Mentees will be matched according to:

1. The Mentor's area of interest and expertise aligning with the Mentee's goals and areas of requested support as stated in their application;
2. The nature and level of support the Mentor can provide and that which is sought by the Mentee; and
3. As a sub-theme of the Program is to promote leadership by women, preference will be given to requests by female Mentees to be paired with female Mentors.

Mentors will not be matched with a Mentee with whom they have a pre-existing formal relationship, particularly a relationship where the Mentor might be required to disclose information about the Mentee.

Reflection

During the course of the program, the Mentor and Mentee should periodically engage in self-reflection sessions to articulate whether they believe that the relationship is progressing positively, and to ensure that the Mentee's goals are being met, and/or amended if needs be.

From time to time, the Pacific Judicial Integrity Program Team will liaise with both the Mentor and Mentee to ensure the relationship is working effectively towards its objectives and to provide guidance and support if required.

At the conclusion of the Program, the Mentor and Mentee will have the option to renew their relationship, or to continue to meet informally. The Mentee should not however presume that the Mentor will be available to continue to provide advice. The Mentor and Mentee will be requested to complete a program evaluation to assess its benefit and provide insights into how the program could be improved.

Judicial Network

Mentors and Mentees are invited to join our regional network of judicial officers. This informal network provides opportunities to share knowledge, experience and lessons. Network members also have free access to periodic online seminars, discussions and useful resources. Topics to be discussed will be determined by network member. Facilitators will be drawn from among network members, or externally, as required.



Annex A Mentor's Role

Mentors must be able to:

- **Demonstrate specialist skills and/or knowledge.** For Mentors to guide and support Mentees, they need to possess significant relevant skill and/ or knowledge in law, procedure and judicial practice.
- **Build trust & rapport.** As the mentoring program will take place remotely, it is critical that the Mentor is responsive and able to build a trusting relationship with the Mentee without having met, or ever meeting.
- **Role Model.** The Mentor is to be a role model. The Mentor will need to show the Mentee a high standard of judicial practice and administration.
- **Patient and reliable.** Mentors must be patient, empathetic, reliable and supportive.
- **Listen and guide.** In order to best support the Mentee, the Mentor must listen to ensure they understand their needs. The Mentor must be available for regular meetings to offer their guidance. She/he may offer suggestions as to how to approach, analyse and research a problem. The Mentor points the Mentee in the right direction, but does not direct a particular outcome.
- **Giving feedback.** A Mentor may provide valuable feedback on a Mentee's approach, actions or attitudes to certain issues. To be productive, feedback should be straightforward, honest, respectful and constructive. The feedback should identify what has been done well and suggest alternate perspectives or methods for approaching issues.
- **Peer to peer mentoring.** Mentoring is a collaborative learning relationship. Mentors will have particular expertise or a special interest in areas of law and practice, but both Mentor and Mentee will benefit from the learning process. Mentors may be the more senior of the pair but the reverse may also be the case as Mentors and Mentees will be paired based on their expertise and/or special interest in the specific areas rather than on their general seniority.
- **Learn about the legal and culture environment.** Beyond briefings provided by the Pacific Judicial Integrity Program Team, Mentors are requested to make the time to familiarise themselves with the culture and legal system of the Mentor's country and be respectful of cultural differences.¹

Should you wish to apply to join the roster of Mentors, please complete the [Expression of Interest Form](#) – annexed below and return it to PJIP Team Leader, Nicole.Cherry@fedcourt.gov.au. Applications are being received and matching undertaken on a rolling basis up until 30 June, 2024.

¹ Cultural briefings can be provided upon request.



Annex B Mentee's Role

Mentees are required to:

- Identify and articulate why they wish to participate in the Mentoring Program and what aspect/s of judging they wish to focus on.
- Attend a short, online program orientation led by the PJIP Team.
- Meet and agree with their Mentor on the scope and objectives of the mentoring arrangement, and the frequency and duration of meetings.
- Receive guidance and support from their Mentor.
- Respond periodically to the PJIP checking that the Mentoring Program is meeting their needs.
- Inform PJIP immediately if any issues arise during the mentoring.
- Complete an evaluation of the program.

To ensure the success of the program, Mentees must:

- **Set and articulate their goals.** Goal-setting is critical to the success of mentoring. Goals should be concrete, measurable and attainable. The Mentee should have clear and specific goals for the mentorship as a whole and for each meeting. These should be communicated clearly to the Mentor and should guide the content of the discussion and the Mentor's approach. The Mentor may participate in the Mentee's goal-setting, but only so far as providing guidance to the Mentee. A Mentee should engage in self-reflection periodically to ensure that their goals are being met, as it is possible for a Mentee's goals to evolve over the course of the mentoring.
- **Take the lead.** Mentees are to take the lead and be pro-active. Mentees should indicate the areas they wish to cover and raise any issues that they wish to seek guidance on. Mentees should take the lead in organising meetings, setting goals etc.
- **Seek and accept feedback.** A Mentee should seek feedback from their Mentor and listen keenly and question actively. A Mentee should receive any feedback graciously and with an open mind. A Mentee should also take the opportunity to reflect upon any feedback that is provided.
- **Contribute.** Mentoring is a two-way learning opportunity. Mentees should look for appropriate opportunities to give back and share knowledge, experiences and cultural insights with their Mentor.

Should you wish to apply to be a Mentee, please complete the [Expression of Interest Form](#) annexed below. Please note that your Chief Justice's support for your application is required. Your Chief Justice may provide any additional information they deem appropriate.

Once your form is completed please email it to Nicole.Cherry@fedcourt.gov.au. Applications are being received and matchings undertaken on a rolling basis up until 30 June 2024.



Annex C Values

The Mentoring Program is premised on the following values:

- **Trust and confidentiality.** The essence of any successful mentoring relationship is trust and confidentiality. The mentoring relationship is private between the Mentor and Mentee. The Mentors may not share with any third parties any information provided confidentially within the scope of the relationship. Mentors and Mentees must not exchange any documentation pertaining to cases that have not yet been concluded. Mentors and Mentees must be respectful of national sovereignty and care must be taken to avoid sharing information that is of a politically sensitive nature. All parties must comply with their obligations under domestic laws and the signed confidentiality agreement.
- **Respect and boundaries.** The Mentor and Mentee should make their professional and personal boundaries clear. Mentees should respect the Mentors' time and other commitments, and refrain from contacting the Mentor outside of arranged times. Conversely, Mentors must not press Mentees for information that they are reticent or unwilling to disclose. Both parties should endeavour to the best of their ability to keep all scheduled appointments and provide sufficient notice if this is not possible.
- **Collaboration and Encouragement.** Collaboration is a necessary component to facilitate the process of mutual learning. Through the mutual sharing of knowledge, experiences and perspectives Mentors and Mentees are able to work together in achieving their goals. The mentoring relationship is based on a collaborative approach that is both encouraging and positive.
- **Culturally Sensitive.** Establishing an environment that is culturally-sensitive and considerate fosters an atmosphere where people feel safe to share and express themselves, their culture and values. Mentors and Mentees are to be considerate in all interactions, and be open minded and respectful of each other.
- **Commitment.** The development of a strong mentoring relationship requires commitment from both parties. This commitment is not only to participate in the Program but in assisting each other to learn, grow and develop professionally.



Annex D Mentor: expression of interest

Networking & Mentoring Program

Expression of Interest: Mentors

Should you wish to apply to join the roster of Mentors, please complete and return the below expression of interest and confidentiality agreement to: Nicole.Cherry@fedcourt.gov.au. Applications are being received and matchings undertaken on a rolling basis up until 30 June 2024.

Pacific Judicial Integrity Program: Networking & Mentoring Program	
<i>Expression of Interest for Mentors</i>	
Name	
Court	
Email	
Phone	
Gender	
PROFESSIONAL BACKGROUND	
Current position	
Years of judicial experience	
Brief career biography <i>(alternatively please attach a copy of your current curriculum vitae to your application)</i>	
HELP US MATCH YOU	
In a brief paragraph please outline your areas of expertise/specialisation in relation to fraud and corruption cases²	
What is your preferred mentoring arrangement?	<input type="checkbox"/> A short block of time (1 hour) on an intensive basis (twice a week) for a short period of time (1 month)
	<input type="checkbox"/> Meeting fortnightly over a period of six months
	<input type="checkbox"/> Meeting monthly over a period of six months
	<input type="checkbox"/> Meeting on an ad hoc basis as issues arise, over a period of six months
	<input type="checkbox"/> Other, please specify:
PROGRAM COMMITMENTS	
I have the capacity to participate in online meetings: via Zoom via MS Teams	YES / NO YES / NO

² Case types may include: Fraud, Bribery, Forgery, Misuse of Power and False Accounting.



I am willing to attend a short, online program orientation led by the PJIP team	YES / NO
I am willing to meet virtually with my Mentee to: <ul style="list-style-type: none"> • agree on the scope and objectives of the mentoring • agree on the frequency and duration of meetings • receive guidance and support in order to achieve my mentoring objectives 	YES / NO YES / NO YES / NO
I am willing to participate in periodic check-in's/follow-ups with the PJIP team (ie. at 1 month; 3 months and conclusion of the mentorship)	YES / NO
I am willing to inform the PJIP team if any issues arise in the course of the mentoring	YES / NO
I am willing to complete a post program evaluation	YES / NO
APPROVAL	
Approval of the Applicant	Signed: _____ Name: _____ Date: _____



Annex E Mentee: expression of interest

Networking & Mentoring Program

Expression of Interest: Mentees

Please complete and return to: Nicole.Cherry@fedcourt.gov.au. Please note that if you are a serving judge your Chief Justice's support is required. Applications are being received until 30 June 2024.

Pacific Judicial Integrity Program: Networking & Mentoring Program				
<i>Expression of Interest for Mentees</i>				
Name				
Court				
Email				
Phone				
Gender				
PROFESSIONAL BACKGROUND				
Current position				
Years of judicial experience				
Brief career biography <i>(alternatively please attach a copy of your current curriculum vitae to your application)</i>				
HELP US MATCH YOU				
Why you would like to participate in this Program				
What are your career goals?				
Approximately how many fraud and corruption³ cases have you presided over in the last five years?				
How confident are in you presiding over fraud and corruption cases?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Not confident	Somewhat confident	Confident	Very confident
What aspect/s of presiding over fraud & corruption cases are you:				
Confident in?				
Not confident in?				

³ These case types may include: Fraud, Bribery, Forgery, Misuse of Power and False Accounting.



Interested in focusing on during mentoring?	
Do you have a preferred gender for your mentor?⁴	
What is your preferred mentoring arrangement?	<input type="checkbox"/> A short block of time (1 hour) on an intensive basis (twice a week) for a short period of time (1 month)
	<input type="checkbox"/> Meeting fortnightly over a period of six months
	<input type="checkbox"/> Meeting monthly over a period of six months
	<input type="checkbox"/> Meeting on an ad hoc basis as issues arise, over a period of six months
	<input type="checkbox"/> Other, please specify:
PROGRAM COMMITMENTS	
I will attend a short, online program orientation led by the PJIP team	YES / NO
I will organise and attend online meetings with a Mentor to: <ul style="list-style-type: none"> • agree on the scope and objectives of the mentoring • agree on the frequency and duration of meetings • receive guidance and support in order to achieve my mentoring objectives 	YES / NO YES / NO YES / NO
I will participate in periodic check-in's/follow-ups with the PJIP team to ensure that the Mentoring Program is of value to me (ie. at 1 month; 3 months and conclusion of the mentorship)	YES / NO
I will inform the PJIP team if any issues arise in the course of the mentoring	YES / NO
I will complete a post program evaluation	YES / NO
APPROVAL	
Approval of the Chief Justice⁵	Signed: _____ Name: _____ Date: _____
Applicant's signature	Signed: _____ Name: _____ Date: _____

⁴ We will endeavour to match you with your preferred mentor's gender where available.

⁵ Chief Justice may provide any additional information they deem appropriate.



Annex F Confidentiality Agreement

Networking & Mentoring Program

Confidentiality Agreement

Your mentoring placement with the Pacific Judicial Integrity Program (PJIP) gives rise to a confidential mentoring relationship that is private as between the Mentor and Mentee. You must not share with any third parties information that is communicated, or otherwise obtained, in relation to or connection with the PJIP mentoring placement, unless disclosure of such information is necessary for the purposes of the placement (which is a matter for your discretion). For example, you may consider that it is necessary to disclose information to your Chambers staff for the purposes of them preparing a case brief for your Mentor/Mentee. To the extent that you disclose information to a third party in relation to or connection with the PJIP mentoring placement, you agree to be solely responsible for any subsequent use or dissemination of that information outside the terms of this confidentiality agreement.

‘Information’ means information, documents, material and data of any type and stored by any means which is made available to the Mentor or Mentee (including their officers and agents), either before, in the course of, or in connection with the PJIP mentoring placement. ‘Information’ includes, but is not limited to, any documents or drafts of documents relating to trials which are created or received by the Mentor or Mentee (including their officers and agents) for private use, regardless of whether that document or a later version of that document may at some future time be placed in the public domain or made available to the participants in the trial. ‘Information’ also includes, but is not limited to, private notes, emails, annotations, markings and highlighting made by the Mentor or Mentee (including their officers and agents) in relation to or connection with the scope of the mentoring relationship.

Where the law would not otherwise permit the disclosure of confidential information pertaining to a particular case, such information cannot be shared as part of the mentoring relationship. All parties must comply with their obligations under domestic laws. Care must be taken to avoid sharing information that is of a politically sensitive nature.

By entering into this confidentiality agreement, Mentors agree to not comment on, contribute to, or otherwise influence, either directly or indirectly, the decision-making of a Mentee with respect to an active or ongoing case. Please consult the PJIP Team Leader immediately if there are any issues or concerns.

The terms of this confidentiality agreement will survive the termination or expiry of the mentoring placement.

I have read, understood and agree to abide by the confidentiality requirements as above.

Signed:

Name:

Date:



Annex G Session planning template

Networking & Mentoring Program Session planning template - First Meeting

Date:

INTRODUCTION	
<i>Getting to know each other</i>	
<i>Confidentiality</i>	
<i>What does mentoring look like to you?</i>	
<i>Boundaries (will be there be contact outside sessions, if so by what method - phone, email)?</i>	
MEETINGS	
<i>How frequently would you like to meet?</i>	
<i>What method would you like to use to meet - MS Teams or Zoom?</i>	
<i>Who is responsible for scheduling the meetings?</i>	
<i>What is the procedure for notifying the other if late or unable to attend</i>	
<i>Who is responsible for preparing and distributing the agenda?</i>	
MENTORING GOALS	
<i>What are the mentees goals?</i>	



<p><i>What aspect/s of fraud and corruption matters does the Mentee wish to receive support in?</i></p>	
<p><i>Any other comments?</i></p>	



Annex H Session planning template 2

Networking & Mentoring Program Session planning template - Subsequent Meetings

MEETING #	
Date	
MEETING OBJECTIVES	
REVIEW	
<i>Review action/learnings from or since previous sessions</i>	
QUESTIONS	
<i>Opportunity to discuss any issues, what's working, what's not working, share experiences</i>	
NEXT MEETING	
<i>Actions to be undertaken prior to next meeting and date of next meeting</i>	



Annex I Evaluation survey

Networking & Mentoring Program

Evaluation Survey

Thank you for your time and commitment to participate in the PJIP Judicial Mentoring Program. We'd be grateful to receive your satisfaction rating on the delivery of the PJIP Judicial Mentoring Program.

Please ✓ **ONE** square per question only:

Question 1: Were the objectives for the mentorship achieved?

Not Achieved *Limited Achievement* *Reasonably Achieved* *Fully Achieved*

Question 2: Was the structure of the mentorship effective and allow for adequate participation, discussion, and interaction?

Not Effective *Limited Effectiveness* *Quite Effective* *Extremely Effective*

Question 3: Overall, were you satisfied with the Judicial Mentoring Program?

Very dissatisfied *Somewhat Dissatisfied* *Quite Satisfied* *Extremely Satisfied*

Question 4: Briefly describe the *most* useful experience(s) of the Judicial Mentoring Program.

.....

Question 6: Briefly describe the *least* useful experience(s) of the Judicial Mentoring Program.

.....

Question 7: Do you wish to offer any other comments or suggestions for improving the Judicial Mentoring Program?

.....

Thank you for your time to complete this survey!

