



# Slingshot

## AGENCY OPERATIONS GUIDE

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*'In a difficult job market self-employment can be a means to achieving greater economic independence, marketable skills and increased self-esteem.'*

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from **Slingshot** program materials

## Table of Contents

<b><i>Welcome To Slingshot: A self-employment program for young people</i></b> _____	<b>4</b>
<b>What is Slingshot?</b> _____	<b>4</b>
<b>Slingshot: Aims &amp; Outcomes</b> _____	<b>4</b>
<b>Program Overview</b> _____	<b>4</b>
<b>Why Slingshot?</b> _____	<b>5</b>
<b>Where did Slingshot begin?</b> _____	<b>6</b>
<b><i>Running Slingshot</i></b> _____	<b>6</b>
<b>Program Methods</b> _____	<b>6</b>
<b>Ideal Slingshot Setting</b> _____	<b>7</b>
<b>Key Relationships</b> _____	<b>8</b>
<b>Key Players</b> _____	<b>8</b>
<b>Key Features of the Program</b> _____	<b>8</b>
<b>Budget</b> _____	<b>10</b>
<b>Slingshot Staff</b> _____	<b>10</b>
<b>Accredited Training</b> _____	<b>11</b>
<b>Business Plan</b> _____	<b>12</b>
<b>Centrelink</b> _____	<b>13</b>
<b><i>The Young People</i></b> _____	<b>14</b>
<b>Participant characteristics</b> _____	<b>14</b>
<b>Details of the Participant Program</b> _____	<b>14</b>
<b>Recruiting Young People: using a marketing strategy</b> _____	<b>20</b>
<b>Timing</b> _____	<b>21</b>
<b>Interviewing Young People</b> _____	<b>21</b>
<b><i>Mentoring</i></b> _____	<b>23</b>
<b>Who are the mentors?</b> _____	<b>23</b>
<b>What can be gained from being a mentor?</b> _____	<b>23</b>
<b>What do mentors do?</b> _____	<b>24</b>
<b>Effective Mentoring</b> _____	<b>24</b>
<b>Mentor Program Model</b> _____	<b>26</b>
<b>Mentor Training</b> _____	<b>27</b>
<b>Contact with Slingshot Project Team</b> _____	<b>28</b>
<b>Mentor Recruitment Strategy</b> _____	<b>28</b>

<b>Mentor Selection</b>	<b>29</b>
<b>Evaluating the mentoring component</b>	<b>32</b>
<i>Bits and pieces</i>	<b>33</b>
<b>Reimbursements</b>	<b>33</b>
<b>Confidentiality and privacy</b>	<b>33</b>
<b>Exiting the mentoring relationship prior to program completion</b>	<b>33</b>
<b>Departing mentor checklist</b>	<b>33</b>
<b>Duty of care</b>	<b>34</b>
<b>Occupational health and safety</b>	<b>34</b>
<b>Insurance</b>	<b>34</b>
<b>Grievance issues</b>	<b>34</b>
<i>Resources</i>	<b>36</b>
<i>The New Enterprise Incentive Scheme (NEIS)</i>	<b>37</b>
<b>NEIS Application Form Questions</b>	<b>38</b>
<i>Slingshot forms</i>	<b>42</b>
<b>Participant Application Form</b>	<b>42</b>
<b>Case management notes*</b>	<b>60</b>
<b>Mentor Application Form</b>	<b>61</b>
<b>Mentor interview questionnaire and checklist</b>	<b>69</b>
<b>Mentor Post Training Evaluation*</b>	<b>71</b>
<b>Post Pathway Planning</b>	<b>74</b>
<b>Mentor Survey</b>	<b>76</b>
<b>Participant Information</b>	<b>77</b>

# Welcome To Slingshot: A self-employment program for young people

This manual is one of a series of Taree produced for Slingshot (and available for others to use). Other manuals are Slingshot Mentors Guide, Slingshot Participants Guide. Additional recommended reading is the Slingshot Review by the Equity Research Centre.

## What is Slingshot?

Slingshot is a labour market program designed to give young people, between the ages of 18 and 24, the opportunity to become self-employed. It is targeted at young people facing different forms of disadvantages. Slingshot fosters young people with a business idea by providing access to business skills training, peer and business networking and mentoring in a supportive, case managed, environment. Participants in the Slingshot program are encouraged to pursue their dreams whilst at the same time, given the practical skills to realise them.

Slingshot participants receive accredited business skills training in areas that include:

- Marketing and promotion;
- Business planning; and
- Financial record keeping.

Slingshot participants are given:

- Case management support and referrals to relevant services;
- Business mentoring, initially and over the medium term;
- Assistance with self-employment pathway and business plan development;
- Opportunities to expand business and peer support networks; and
- ideally, access to financial assistance/start-up capital.

## Slingshot: Aims & Outcomes

The Slingshot program aims to help disadvantaged young people:

- Develop self-employment pathways;
- Gain access to the Federal government's New Enterprise Incentive Scheme (NEIS) or equivalent program (where appropriate);
- Gain employment;
- Undertake further training or study; and
- Become economically self-dependent.

A range of possible outcomes may eventuate for Slingshot participants, therefore various measures need to be implemented to evaluate the success of the program. These measures should include practical results, for example, a participant becoming self-employed, and personal results, such as a participant gaining confidence to seek employment, or a greater understanding of their career and employment direction.

## Program Overview

The Slingshot program is a comprehensive system of support that provides assistance at each phase of the young person's business development process; integrating support and training and drawing on a wide network of community and institutional resources. The program is based around five key components: case management support, accredited training in small business, business mentoring, development of a young persons' network, and review of concepts and plans by a

business review panel. A sixth component, a low-interest loan option, may be made available (depending on the agency housing Slingshot).

Slingshot was developed over a three-year pilot phase, beginning in June 2001. Slingshot staff comprise a full-time program manager and support staff. Project staff form relationships with relevant service providers and education institutions, recruit young people and mentors, act as case manager for participants, and promote and administer the program.

Slingshot participants undertake accredited training in three modules out of:

BSB40401 [Certificate IV in Business \(Small Business Management\)](#)

. This training normally runs over eight weeks, three days a week. Young people are trained in a group by accredited trainers. Training centres on the young person's business idea, and uses a business plan template to apply the lessons.

Parallel with the accredited training are the mentor training nights, which mentors and participants attend. These two-hour sessions, facilitated by a mentor trainer, six sessions are held over the eight week training period. The first and fourth of these training nights are for the mentors alone, with the earlier session used to introduce mentors to the program and the challenges they may face, and the later one to debrief about how the mentoring relationships are progressing. On the other nights mentors and young people attend together and the focus is on building the mentoring relationships and personal development.

The program manager will match mentors with a young person before the program begins at week two for young people and week three for the mentors. They will have the opportunity to get to know him or her at the mentor training nights, and can arrange times to meet outside of these sessions. When training is completed, the young person will present their business idea to a Business Review Panel and receive constructive feedback. The small panel is normally made up of business people, mentors, and a representative from the advisory board or committee of management.

In the role as case manager, the program manager keeps close track of how each young person is progressing through the training and with his or her mentor. They link each young person with services they believe will help them reach their optimum learning capacity. Young people can visit the manager any time during office hours.

Networking evenings are held three to four times a year. These evenings provide an opportunity for all past participants and mentors to come together to share food, listen to guest speakers, and to network.

Slingshot's main objectives are to develop a self-employment pathways plan, and to achieve positive post-participation outcomes in employment, education or training. The program's components combine, beginning from the young people's common interest in self-employment, to improve their chances of success in the labour market by improving their skill base and their self-esteem. Slingshot addresses common barriers to self-employment and specific barriers faced by disadvantaged young people; it encourages young people to follow their passions and plan for their futures.

## Why Slingshot?

***Only 50,000 (3.3%) of young Australians below the age of 24 are in self-employment.***

More than any other age group, young people are experiencing work that is poorly paid, unchallenging and is temporary, casual or part-time. Nationally, the proportion of teenagers not in full-time work or education remains high at 14.5% (1999 figures) - *unchanged for more than a decade*. Despite over-all employment opportunities increasing by 13%, the number of full-time jobs held by teenagers fell by 49%.

Limited employment opportunities for young people directly impact on the Australian labour market, which does not benefit from the range of skills and aptitudes that young people have to

offer. For example, young people can be enterprising, innovative, good networkers energetic, enthusiastic and creative thinkers.

There is support for young people to enter the workplace and become self-employed through the Federally funded self-employment program, the New Employment Incentive Scheme (NEIS – details pg. 35). However, the NEIS program does not specifically focus on the particular needs and potential of the 18 – 24 year age group. Previous research has indicated that young people in this age group, due to inexperience, limited skills and confidence, are not as inclined as older unemployed people to consider self-employment as a viable career option.

Slingshot was designed as a response to this gap in services for young disadvantaged youth. It specifically targeted the needs of unemployed young people and offered concrete support and training to ensure self-employment success.

Drawing on the expertise and goodwill of businesses, Government, educators and the community, Slingshot has successfully developed a program that creates and tailors self-employment pathways for the individual.

## Where did Slingshot begin?

Slingshot began as a pilot program run from Footscray's Melbourne Citymission (MCM) Employment Education Training Support Unit (EETSU). This unit has a focus on providing support to young people to facilitate employment and training. It operates the Jobs Placement Employment and Training (JPET) program, the Job Pathway Program (JPP), School Focus Youth Service, tutoring, and collaboration programs.

With a growing awareness of the issues pertaining to youth unemployment, funding was obtained in the year 2000 to run the pilot Slingshot program. A Committee of Management that included stakeholders and funding agencies was responsible for the strategic management and direction of the pilot program.

The pilot program aimed to foster self-employment among young people. It prepared participants to enter NEIS, and supported participants in finding employment, or entering some form of training or study.

The pilot program ran in May 2001 and was deemed extremely successful with 75 percent of participants becoming either self-employed or finding employment, or entering some form of training or study. Participants also reported successes on a personal level, developing more self-confidence and a greater clarity in career and employment direction.

These positive outcomes encouraged the stakeholders to commit to further funding which enabled the program to expand to other regions.

## Running Slingshot

*Slingshot gives young people the opportunity to explore and realise their self-employment dreams.*

### Program Methods

Method	Content
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<b>Case management support</b>	Initial individual needs assessment and ongoing support on a case-by-case basis.
<b>Accredited training in Small Business</b>	Participants complete three modules of <a href="#">Certificate IV in Business (Small Business Management)</a> : BSBSBM406A <a href="#">Manage finances</a> BSBSBM403A <a href="#">Promote the business</a> BSBSBM301A <a href="#">Research business opportunities</a>  Note to Author : Good idea to keep links in
<b>Mentoring</b>	Each participant is provided with a dedicated Slingshot trained mentor. Mentors are from a diverse range of industry backgrounds and are matched to participants to support and advise them on their business idea
<b>Young persons' network</b>	Current and past participants are provided with formal and informal networking forums and opportunities
<b>Business review panel</b>	At the end of the participant training sessions, a review panel helps young people further develop their self-employment pathways.
<b>Low-interest loans</b>	Slingshot agencies should endeavour to have low interest loans available for young people.  In the pilot program, for example:  For larger loans of \$400- \$5000 participants must provide a business plan and need to meet other criteria. Loans under \$400 were available for purchasing equipment to assist with product development.  Loans were provided with the assistance of the Fitzroy Carlton Credit Co-operative in partnership with the Brotherhood of St Lawrence.

## Ideal Slingshot Setting

Slingshot is ideally based in an established community service agency in order to leverage existing networks and support. The agency should be youth friendly, with an open access policy, and with a strong mission emphasis on empowering young people. Alternatively, or additionally, Slingshot could be successfully located with a business incubator. This would serve to provide good role models for Slingshot participants and an existing peer support network.

Slingshot would also benefit from being located near a TAFE or other training institution. Slingshot participants could make good use of their research, service and recreation facilities.

The benefits to an agency of choosing to run a Slingshot program:

- Slingshot participants serve as positive role models for other clients. They are usually confident, focused and dynamic individuals.
- Encouraging direct engagement with business and other community members.

### Agency Checklist

Agency has:	Check
<ul style="list-style-type: none"> <li>Established links with service providers who are relevant to disadvantaged young people</li> </ul>	
<ul style="list-style-type: none"> <li>A core mission of empowering young people using a holistic approach</li> </ul>	
<ul style="list-style-type: none"> <li>A young people friendly, relaxed and welcoming space - with couches, tea and coffee making facilities</li> </ul>	
<ul style="list-style-type: none"> <li>A training and meeting room that holds up to 20 people</li> </ul>	
<ul style="list-style-type: none"> <li>Access to computers, printers, faxes, telephones, and photocopiers for business and pathway related activities; desks, storage space, filing cabinets, office supplies, and specialised trade/craft equipment could also be supplied.</li> </ul>	
<ul style="list-style-type: none"> <li>Sufficient staff and financial resources to commit to the program (see budget below)</li> </ul>	
<ul style="list-style-type: none"> <li>The ability to foster business networks</li> </ul>	
<ul style="list-style-type: none"> <li>A commitment to helping disadvantaged young people</li> </ul>	

## Key Relationships

As the agency running Slingshot, you will need to initiate and maintain a host of partnerships and relationships. The partnerships that Slingshot requires to run a full and successful program are with:

- A registered training organisation, to provide the accredited business skills training program; and
- A person or company that is skilled in group facilitation, to run the mentor training evenings.

You will find that the stronger and broader your networks are, the more successful Slingshot will be. In particular, it is recommended that you foster relationships with:

- Providers of services for disadvantaged young people, to expand the support networks available to Slingshot participants, and to help recruit more young people;
- Centrelink officers, to strengthen your advocacy position, and help recruit young people and importantly facilitate Slingshot as an approved activity ;
- Local Job Network Providers, to help recruit young people; and
- Local industry and business people and networks, to expand the business networks available to young people and to recruit mentors.

## Key Players

Slingshot's key players are:

- Disadvantaged young people interested in self-employment
- Slingshot project staff
- Business Mentors
- Trainers (business skills and mentor trainers)
- Committee of Management/advisory body (depending on structure of agency)

## Key Features of the Program

The Slingshot program is based around an 8 to 10 week accredited business skills training program to enable participants to develop a self-employment pathway and a business plan. Up to 12 months of support is available to participants, depending on individual needs. Slingshot also offers a six session 'mentor training' program, which helps young people and their assigned mentors to build positive relationships.



Case management of participants by Slingshot staff is essential to the program. Case managers follow the young person's progress and actively address barriers to the young person's success.

Formal training by an accredited training provider in modules from Certificate IV assists participants to formulate a business idea and a pathway to self-employment. The accredited training covers financial record keeping, marketing, and personal skills development. In addition, evening 'mentor training' sessions are attended by both participants and mentors. The modules complement the NEIS program and can assist participants' applications to the NEIS program. During the training there are presentations by inspirational business people and young people who have successfully set up their own businesses.

**Table of Key Features**

<i>Case Management</i>	<ul style="list-style-type: none"> <li>• Induction &amp; Enrolment</li> <li>• Pathway development support</li> </ul>
<i>The 8-10 week Accredited Training modules in <a href="#">Certificate IV in Business (Small Business Management)</a></i>	<ul style="list-style-type: none"> <li>• Pathway planning</li> <li>• NEIS application</li> <li>• Networking events</li> <li>• Business skills training</li> <li>• Business panel review sessions</li> <li>• Guest speakers</li> </ul>
<i>Mentoring</i>	<ul style="list-style-type: none"> <li>•</li> <li>• Work shadowing opportunities</li> <li>•</li> <li>• Group training sessions</li> <li>• Individual meetings and activities</li> <li>• Focus on Goal setting</li> </ul>
<i>12 months ongoing support</i>	<ul style="list-style-type: none"> <li>• Referrals to literacy &amp; numeracy support</li> <li>• Individual case management support</li> <li>• Pathway tracking</li> <li>• Product promotion</li> <li>•</li> </ul>

## Budget

Program costs will vary depending on the starting point of the agency housing the program. This table gives cost estimates and explains their relevance. The estimates below are based on putting 20 to 30 young people through the program.

Expense	Cost	Explanation
Salaries and on costs	<b>80,000 – 100,000</b>	1.4 – 1.6 Full time staff
Consultants	<b>7,000</b>	Evaluation, strategic planning, governance advice etc.
Mentor training	<b>4,500</b>	Paid consultant/facilitator for two programs per year
Client costs	<b>4,000</b>	Includes travel cards, business cards, books and pens
Client brokerage	<b>5,000</b>	Includes \$100 for a one off business expense such as getting an ABN or buying stock
Skills training	<b>7,000</b>	TAFE training costs range from \$75 to \$250 per person, depending on whether the young person is on a benefit and the capacity of the TAFE/ training provider to provide subsidised hours.
Food & domestic	<b>2,500</b>	Food for all mentoring nights and for networking evenings. Also provide breakfasts where possible. This is an important expense to welcome and nourish young people. Token gifts for guest speakers.
MV/travel	<b>1,500</b>	Staff travel. Important for the recruitment of mentors
Office supplies	<b>1,500</b>	Office set-up (peripherals)
Advertising/promo	<b>5,000</b>	Includes promotional flyers, adverts in street magazines. Should include some WWW development/linking with existing sites. Advertising is essential.
Conference	<b>1,000</b>	Professional development, networking
Agency Costs	<b>10,000</b>	Any rent, telephone, internet usage, insurance, banking, auditing, accounts and HR covered by Auspice
<b>TOTAL</b>	<b>129,000-149,000</b>	
		<b>Maximum per participant \$7450</b>
		<b>Minimum per participant \$4300</b>

## Slingshot Staff

Slingshot staff are responsible for the successful integration of the program's components. Their most immediate and overarching task is to encourage and support the young people to pursue

their passions. They achieve this by developing positive relationships with the young people, and identifying and addressing barriers to the young people's success.

Staff recruit and interview young people, using the Participant Application Form, and mentors. Staff serve as case managers for Slingshot participants, this role is key to the success of the program. As case managers, staff are interested in helping young people overcome a wide range of barriers to their full participation in the program, which may include housing and legal problems, financial barriers to self-employment, and problems with attending the training. Staff use the Case Management Notes to record information about the participant's progress and engagement with the program. This gives staff quite detailed information about the young people to ensure their optimum engagement with the program.

Slingshot staff liaise with trainers regularly to ensure young people's optimum participation in the training.

Slingshot staff also carry out many other important tasks (these may vary according to program circumstances). Slingshot staff may need to establish a business network and relationships with training and other service providers; undertake mentor and participant recruitment; carry out administrative tasks and program evaluation; and track participant outcomes.

## Accredited Training

Accredited training plays a central role in the Slingshot program. Young people are given training in three modules from Certificate IV in Business (Small Business Management). See Participant Manual for details. The agency housing Slingshot will need to form a solid relationship with a Registered Training Organisation, who will provide the training. The pilot program coordinator negotiated with Victoria University to provide the training, and the training program was developed and run by staff from the Western Business Enterprise Centre. The pilot program found that young people benefited from reengagement with the TAFE system and facilities, and a partnership between TAFE and Slingshot providers may continue to prove a good option.

To run an effective training program, the trainers need excellent skills and the ability to relate to young people, particularly disadvantaged young people. As Slingshot participants may include a high proportion of young people who have struggled with and been unsuited to standard educational pathways, it is particularly important that trainers be flexible and dynamic when relating to the young people. Trainers may benefit from practical experience with similar clients. Key to Slingshot trainer success, however, is practical business experience. This experience helps trainers keep what they are teaching applied and relevant to Slingshot's goal of fostering self-employment opportunities. Trainers will also need to be sympathetic to Slingshot goals and methodology.

Trainers' ability to adapt to changing group dynamics, particularly motivation levels, is very important. Trainers need to be aware that Slingshot participants come from a broad range of backgrounds and will have widely diverse learning needs and interests. For example, some young people will only engage loosely with the training and not have the same drive as others who have a more solid business idea. Further, Slingshot participants may feel uncomfortable in a classroom setting so an adult learning environment should be encouraged. Assessment should be drawn from a range of evidence to maximise pass rates.

Trainers should seek to foster a positive and supportive group learning environment. One way to encourage this may be to seek the group's opinion when developing class rules, codes of conduct, and peer support mechanisms.

Trainers should have a good understanding of the likely outcomes of Slingshot training. Given that Slingshot attempts to support disadvantaged young people with a passion for self-employment, not all Slingshot graduates will be in a position where they can immediately go on to NEIS. Slingshot recognises that for some young people, a good outcome may include reengaging in education or training, or finding employment.

## Business Plan

A well-researched, comprehensive Business Plan is essential to starting any small business. It is a document that describes a particular business idea, details how the business will be run and how it will meet its objectives. A good Business Plan tells a story, setting out where the business is currently at (resources etc.) and how it will reach its goals. To be coherent, the story needs to include important facts about owners, finances, customer relations' policies, marketing strategies, competitors, the business niche and others. A well-developed Business Plan is also important to the process of seeking a business loan from a financial institution, as they will need to understand how the business will meet loan repayments.

The Business Plan Template is central to Slingshot's accredited training program. The Business Plan Template is a tool used by the trainers to help Slingshot participants apply and consolidate the business skills taught in modules from [Certificate IV in Business \(Small Business Management\)](#). The young people each fill out relevant sections of the Business Plan Template as they go, personalising their individual Business Plans as they progress through the modules. The trainers engaged by Slingshot will provide the Business Plan Template they use to support and deliver the accredited training.

Common Business Plan section headings and a brief summary of what information might be relevant is set out in the table\* below:

Section:	Includes:
Primary objectives	Key business goals (long term/short term); key objectives for 12 months
Business plan summary	To include: concept, product/service, market analysis, marketing strategy and financial summary
Business description	Outline business proposal, goals and how objectives will be met
SWOT analysis	List strengths, weaknesses, opportunities and threats
Market analysis	Summarise current state of the industry and the market. Include key industry success factors and target markets.
Marketing strategies	To include: customer service policy, promo and advertising, pricing policy, location, business image, and others
Sales and production targets linked to working capital	Calculation of cash flow and working capital requirements
Business growth and development	Strategies for continuing to grow the business/increase market share
Production facilities	Outline how product/service will be produced and delivered. To include: skill needs, equipment needs and personnel
Business structure	Identify relevant business structure (eg. sole trader, partnership). Suggest business name, patents and trademarks

Financial requirements	To list business establishment costs and pre-business establishment costs such as samples and market research
Costing of products, hourly rates and overheads	Outline how prices of business products/services are determined
Break-even analysis	Calculation determining business profits that result in business breaking even (not losing money)
Return on investment	Will the business provide adequate return on financial investment? Estimate expected return
Management and ownership	Outline relevant experience of owner/manager
Quality certification	Outline how this will occur (if relevant)
Administration	Outline information management systems that will be used, and how records will be stored etc.
Supporting documentation	To include copies of documents supporting the business plan

\*following headings used in "Plan to Succeed: Showcasing Small Business", Victorian Government's Business Website

There are a wide variety of Business Plan Templates available. Some may well include different sections and headings than have been mentioned here – particular templates may be more appropriate for certain industries. A good place to start for an example of a Business Plan Template, with accompanying explanations, is at [www.business.channel.vic.gov.au](http://www.business.channel.vic.gov.au).

## Centrelink

Agencies seeking to implement Slingshot will need to form a strong relationship with local Centrelink personnel. It is recommended that youth team leaders and regional course approval officers are informed of the program. Regional course approval officers may be more helpful when it comes to getting the Slingshot program recognised as a TAFE non-standard course at a regional level. If Slingshot participants are Centrelink clients, Slingshot may need to liaise with Centrelink staff on their behalf. The Slingshot pilot was recognised by Centrelink as an Approved Activity, and this precedent can be referred to by subsequent Slingshot providers. This concession will need to be negotiated by the agency.

When young people are accepted into the Slingshot program, Centrelink clients need to be provided with written confirmation of this. Slingshot staff should fax a copy of the confirmation to the relevant Centrelink staff member. It is important to be aware that having gained the status of an Approved Activity, Slingshot participants may still have concerns and issues with Centrelink and this may disrupt their program attendance. Ongoing negotiations with Centrelink may be necessary.

# The Young People

## Participant characteristics

The agency housing Slingshot may tailor their participant recruitment to target specific sub-groups. Key characteristics of Slingshot participants are broad:

- Aged 18 to 24 years
- Experience some form of disadvantage
- Have a business idea and a passion for self-employment

In the past, participants have been drawn from diverse educational, employment and cultural backgrounds. Characteristics have included:

- Recent school leavers,
- TAFE students,
- Young people from non-English speaking backgrounds,
- From the juvenile justice system,
- Those in part-time employment,
- Recent apprentices,
- Young people finishing short courses,
- Those in receipt of benefits.

Disadvantages faced by participants to date have included:

- Homelessness (living in supported/temporary accommodation),
- Estrangement from family,
- Health issues,
- Lack of parental/family support,
- Financial hardship,
- Emotional disadvantage – low self-esteem,
- Previous negative experiences of learning and training,
- Low levels of literacy and numeracy, and
- Inability to access assistance.

## Details of the Participant Program

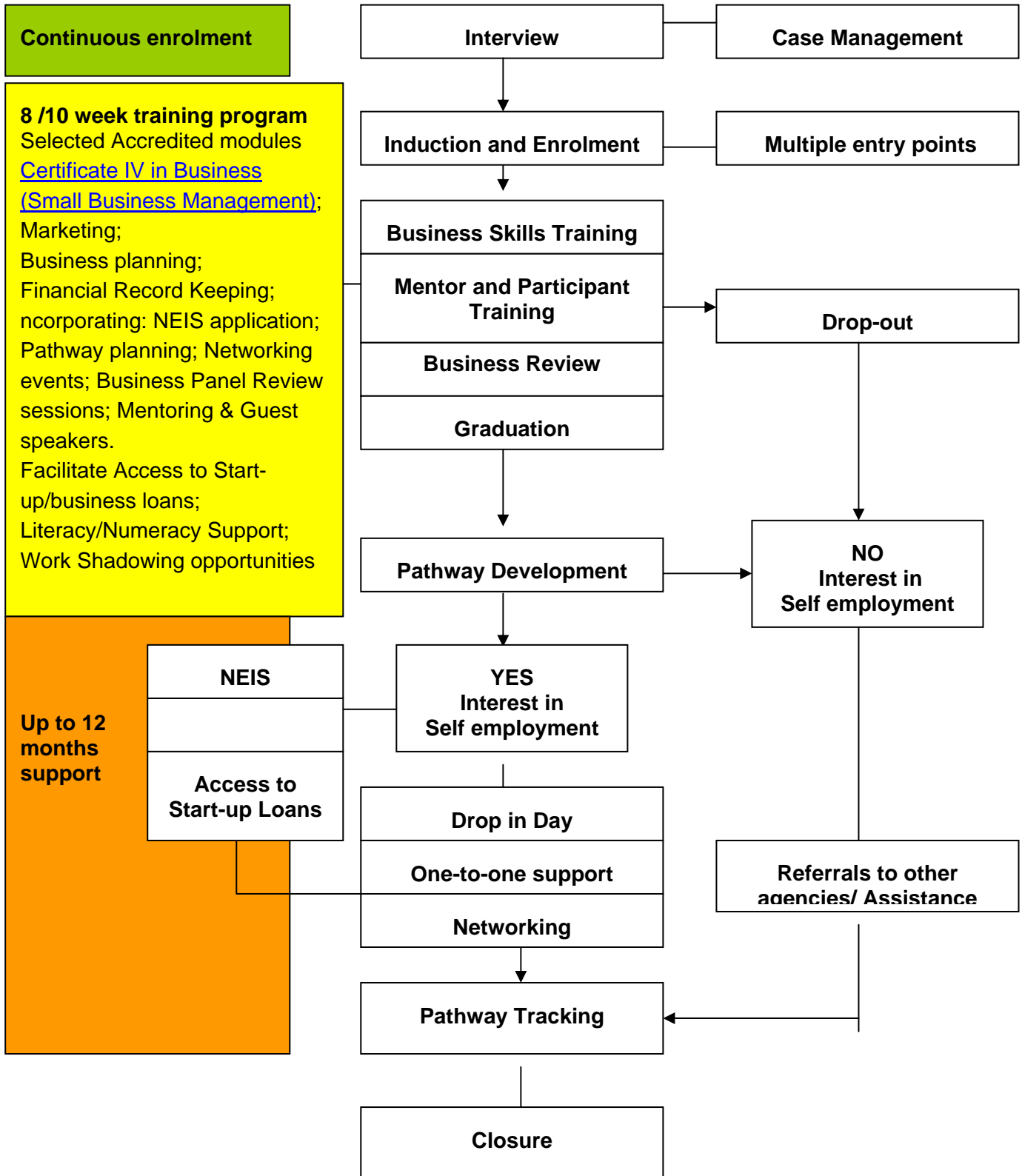
### Summary

- **Introductory session:** Initial session introduces the aims of the program, project staff, the concept of mentoring, training providers and NEIS providers.
- **Case Management:** enables project staff to determine participant support requirements throughout the program.
- **Eight-week training:** Tuesday to Thursday 9.30 am - 3.30 pm, with out-of hours mentoring training.
- **Networking sessions:** For participants and mentors, held approximately 4 times during the year.
- **Field Trips and Work Shadowing opportunities:** Included in the program according to the needs and interests of participants.
- **Guest speakers:** Address and motivate the young people as part of the structured training, and at mentoring and network evenings.
- **Product testing activities:** Undertaken where feasible.

Individual self-employment pathways are developed by participants during the program with support from project staff, trainers and mentors. At the end of the program the participant should exit with:

- a pathway plan;
- a NEIS application (where appropriate), developed during the training program through the participant's business and marketing research;
- a better understanding of self-employment and enhanced business skills; and
- competencies from the training modules and better knowledge about their business direction.

**Slingshot - Participant Program Model**





## Induction Day

Induction day allows for an overview of the program and introduces trainers, participants and other providers to each other. The agenda for the day generally includes:

- Introduction to the program (Project manager)
- Training Overview (Registered Training Organisations)
- NEIS Providers: Overview & Questions (Local provider)
- Mentoring: How to work with a mentor (Mentor or Mentor trainer)
- Networks (Young Business Person Slingshot Alumni) optional
- Questions

Agencies may incorporate a range of team-building exercises to assist in developing positive group dynamics.

## Business Skills Training

The Business Skills Training component of the Slingshot program is usually offered over an 8–10 week period, with a range of selected modules delivered within a 3 day a week program, usually run between 9.00 am and 3.30 pm.

The Business Skills Training offered is designed to address two areas. Firstly, by complementing the NEIS program, it aims to give participants a better chance of succeeding if they wish to apply to NEIS. Secondly, by providing young people with basic business training so they can create a self-employment pathway independent of the NEIS program.

The accredited training program covers three modules of BSB40401 Certificate IV in Business (Small Business Management):

- BSBSBM301A Research Business Opportunities
- BSBSBM403A Promote the Business
- BSBSBM406A Manage Finances

These modules are delivered by registered training organisations, and use a business plan template to integrate and emphasise the relevance of the learning materials.

## Mentor and Participant Training

Mentor and participant training, which facilitates relationship building between mentors and participants, goes for 6 weeks and is run in parallel with the accredited training. See Mentor Training below for program outline.

## Business Review Session

A Business Review Session is held at the end of the program's training segment. This session provides an opportunity for participants to present their business idea as well as a synopsis of their business plan using a Business Primer – a series of questions often used by a business development company to ascertain the variability of a business idea. This session can also form part of an alternative assessment process.

## Networking Events and Graduation

Throughout the program, participants are encouraged to develop their own small business networks. Networking sessions are held approximately four times a year to provide Slingshot participants with opportunities to mingle with other like-minded people, and to promote self-employment ideas in an informal setting. Networking events are for all Slingshot participants,

graduates and mentors, and invitations are extended to other interested persons, including business people and local councillors.

Networking nights are often planned to coincide with end of training graduation as a reward for both mentors and participants.

## **The continuing relationship between mentor and participant**

The continuation of a relationship between mentor and participant is dependant upon the participant's chosen pathway.

After the Slingshot program, if the young person decides to seek employment and/or re-enter training, it is usually appropriate to end the mentoring relationship. However the mentor relationship could continue in an informal way. If the young person decides to develop their business idea into a self-employment opportunity, they will require further support and encouragement from the mentor. An additional 3-8 months support is considered the best option.

## **Pathway Development**

Pathway development and planning is an ongoing process.

It starts with the interview and continues through the formal and informal training, where young people consider, in detail, their self-employment options and opportunities and culminates in the decisions made by the end of the training and Business Review stage.

Planning relies on a pre-training pathway form, the business plan, case notes and a post training pathway form.

Pre training pathway forms allow the project team gain a holistic overview of where the young person is situated ( this forms covers a range of issues from housing to transport and family connection etc). It also allows the project team and young person to identify possible actions they may need to take before formal training starts and/or identify ongoing issues that may prevent full participation, e.g. risk of homelessness, debts.

During Training, pathway development and planning is interwoven into the fabric to the business plan. This is where decision are made on how to grow ideas, what skills are needed and therefore what actions to take.

Case notes kept by management will assist in informing a dialogue between young people and project management to ensure that decisions and plans are realistic and hopefully achievable.

At the end of Training and after the Business Review Session the Post training pathway plan asks young people to confirm their decisions about the next steps against a time frame . It also allows for feedback and input on the program.

Case notes kept by project management will inform advise given to young people

## **Drop in Day**

An afternoon per week can be reserved for participants to access informal support from the Slingshot project team onsite. Many young people contact the project team to discuss issues, reconnect, and ask for advice, use resources and to request introductions to specialists, professionals, and experts. Where possible, an open-access policy to the project team is suggested

to encourage greater numbers of young people to engage with the program. But a drop in day can help with peer learning and connection and be time efficient.

## Guest speakers

Guest speakers are chosen to complement the employment interests of the group, but this is not a pre-requisite as there are generic wisdoms that cut across sectors. Speakers must ultimately motivate.

**Speakers are often business people who may not have the time to be a mentor but wish to assist the program in other ways. Young people currently involved in NEIS, Slingshot graduates and other successful young business people make good role models and presenters. Other suggested speakers may include: e-commerce presenters, small business operators, ethical investment companies, personal development people, venture capital brokers, marketing managers, retail experts and IT consultants.**

## Case Management: ongoing one-to-one support

The primary objective of individual case management in the Slingshot program is to track young people's progress, as well as their interest in and progress towards self-employment. 'Tracking' takes place over a twelve-month period, or until the participant elects not to take up self-employment. Case management is fulfilled through phone calls and one-on-one meetings.

The Case Management notes are updated regularly by the participant's case manager. This resource not only provides Slingshot staff with an understanding of how the young person's business idea is progressing, but with a comprehensive picture of their personal circumstances, their engagement with the program and what might be done to improve the young person's circumstances. These notes inform the Slingshot Access Database and assist the project team and others to better understand the outcomes for young people after the formal training.

## Referrals to other agencies

A referral to another agency is for young people who no longer have an interest in developing a self-employment pathway. Staff and trainers are encouraged to refer participants to JPET or Community Jobs Programs, for those seeking work, or to further training. This relies on the development and maintenance of good networks to take advantage of opportunities in local areas.

## Closure

Closure occurs when:

- 1) The young participant clearly states their intention not to undertake self-employment

This may be expressed as 'wanting a job'. It is a credit to the program that the young person has a clearer understanding of what they want from employment and/or training. The skills and knowledge and experience that the young participant will have gained throughout their participation in the Slingshot program will better equip them for the workforce, the option of not taking up a self-employment pathway is never seen as a failure. It is a credit to the program that the young person has a clearer understanding of what they want from employment and/or training.

- 2) After the 12 months period.

Young people who are active in self-employment will often remain in contact with the project team and visa versa long after the 12 months period as there will be mutual benefits ie cross promotion or Slingshot will have become part of their natural network. It is worthwhile to remember that self-employment/ business ideas may take a long time to hatch and grow at different rates.

## Recruiting Young People: using a marketing strategy

Recruiting young participants to the Slingshot program will require a marketing strategy. Developing posters and flyers, paid advertisements in local newspapers (which may attract editorial coverage) and delivering presentations to companies and businesses about the Slingshot program will directly assist participant recruitment.

Informing local businesses, local and state Governments, local secondary schools, TAFE and other educational institutions about the program will ensure coverage across a wide range of agencies and provide good networking opportunities.

The recruitment strategy should reflect the mix of young people that the Slingshot program aims to target. For example, to recruit disadvantaged young people approach hostels or the Juvenile Justice system, for those who may already see self-employment as a logical pathway direct the marketing strategy towards participants in short courses and traineeships.

Target	Contact	Poster	Flyer	Email news	Article	Present ation
Job Network providers	Posters are a must. Young people look at these while waiting	√	√	√		
	Link up with your local Area Consultative Committee					√
NEIS providers	Contact NEIS providers to introduce program	√	√	√		√
	Ask for referrals of those that are not successful in applying for NEIS		√			
	Include promotion to SED referrals		√			
	Invite to be part of the Induction Overview Process					√
Juvenile Justice System	Tap into networks	√	√			√
Refuges /hostels	Mail to assorted services	√	√	√		
Libraries	Letter for the community notice boards	√	√			
Job Pathways (JPP)	Presentation and provision of information	√	√	√		√
YWCA	May be a service provider / may link in with mentor programs - Big Sister	√	√	√		
VU Short Courses	Identifying short courses dressmaking to carpentry	√	√	√		
Work for the Dole, CJP	Distribution to area co-coordinators	√	√	√		
Independent	As above	√	√	√		

training providers						
Welfare agencies	Link with similar organizations and use their networks	√	√	√		
Schools Careers Teachers Ass. Victoria CTAV	Careers Teachers need to be informed: with emphasis on contacting past students / Brochure in VCE packs re: November		√			√
On the street.	Local Shop windows	√				
Cafes, Neighbour'h'd Houses	Youth friendly cafes. Supermarkets etc	√				
Recreation Centres	Swimming centres, sports venues, libraries	√				
Centrelink	Needs formal contract and negotiation to authorise Slingshot as an approved activity for 10 weeks.	√	√	√		√
	Establish a Centrelink contact to assist with all Slingshot referrals and issues		√			√
LLEN	Local Learning and Employment Networks			√		
Local Newspapers	Usually a paid Ad will reap a review				√	
Specialists Magazines	Specific magazines that relate to youth Eg Beat Magazine				√	
Local /state Government	Develop a relationship to use the LG facilities for meetings and functions (CTAV,JPP etc)	√	√	√		√
	Inform Youth Services at networking meetings		√			√

## Timing

Marketing strategies should be delivered to maximise recruitment possibilities. For example, educational institutions often operate on a shortened calendar year; information should be available between Easter and Melbourne Cup day, for the program run in February, begin promotion in late November.

Just remember that *recruitment can be slow!* So, plan ahead and keep trying.

## Interviewing Young People

The interview is conducted by Slingshot Program manager or staff and usually takes 1-1.5 hours using the Slingshot Questionnaire , Pre-training Pathway Planning, , Training Timetable and Course Summary.

Allocate a quiet, non-threatening space for the young person to complete their interview. Have the young person fill in the first section of the questionnaire. Check it for clarity and continue the interview by asking the rest of questions, and write down the answers (as much as possible verbatim). This gives the young person a chance to express their ideas and develop rapport with the interviewer. It also helps the project staff understand the young person's level of literacy and

communication skills. The Slingshot Questionnaire gives the program staff an idea of how advanced the young person is with their business idea.

The Pre-training Pathway Planning form provide an opportunity to decide possible action the young person may need to take before formal training starts and/or identify ongoing issues that may prevent full participation in the Slingshot program (e.g. risk of homelessness, debts). It allows specific issues to be raised with the applicant and will give the agency an indication of the young persons suitability to engage in self-employment. Keep a copy and give one to the young person so they can start identifying their strengths and weaknesses.

The interview is a chance to ascertain the young person's:

- self-determination in shaping their ideas,
- commitment to the required training, and
- willingness to work with a mentor.

The young person will also need to be guided though specific areas covered by the questionnaire::

- Slingshot's code of conduct and current privacy legislation.
- The waiver regarding legal responsibility for options provided by trainers and project staff to the young person during the training.

In addition emphasis should be placed on the importance of attending training, contributing to a positive group dynamic, engagement with mentors and communication of problems to the project management. .

Photocopy the application and give a copy to the young person. Ask them to read the back (as well as summarize the information) and bring it back signed, (or give them a reply paid envelope).

**Note:** If an agency/ youth worker referred a young person contact them and inform them that the young person has been interviewed/accepted.

## Mentoring

The mentoring component adds value to the Slingshot program. Mentors are viewed as coaches, and are there to help develop the young person's pathway plan, and to guide them through the training process and transition into self-employment.

The practice of mentoring is based on the following principles:

- Trust between the mentor and the young participant based on mutual respect, confidentiality and professionalism,
- Working relationship between the organisational requirements and the informal learning relationship, and
- Commitment to the value of mentoring and the mentoring process.

Wherever possible, mentors are matched to the participants by the particular area of interest. At best this could be where they mentor has established their business in the same sector as the young person but, it may be where they have an interest for that area ie a an accountant may be interest in photography so may have a link with the art and creative endeavours. Also personalities should be taken into consideration and how demanding the young person may be to how available the mentor will be. A series of factors need to be considered. Observing the young people in class, assessing their intent and progress, the interview process and observing the dynamics at the mentor training sessions can inform the project team in their decision making. It is best for the project management to make the matches between young people and mentors.

Mentoring is best offered for the entire 12-month period. If this is not possible, a 3-4 month commitment is good. Many factors affect the ongoing mentor-participant relationship, and these include personality interaction and enthusiasm for this mentor style of support.

With forward thinking and planning, clearly stated outcomes and ongoing communication, all involved can experience a successful working relationship.

### Who are the mentors?

Slingshot mentors come from all walks of life and professions, including small-business people, project managers, consultants and educators. Mentors need to have time and patience to commit to the program, and compassion and interest in the difficulties that young people face. Business skills and experience would also be an advantage, but are not necessary.

Prior mentoring experience would be an advantage, but mentor training is provided, so all levels of experience are welcomed. Ideally, mentors will have practical experience in business and self-employment.

Mentors are recruited through a variety of sources. These include:

- Word of mouth or personal networks
- Steering committees
- Local networks and businesses
- Local Chamber of Commerce
- Large corporations
- Local and state government agencies
- TAFE or Universities,
- Promotion of the Slingshot program

### What can be gained from being a mentor?

There are many wonderful aspects to mentoring. These include:

- Improved communication skills

- Developed people management skills
- Developing teaching skills
- Develop new and creative ways to problem solving
- Experiencing the satisfaction of helping a person learn new skills

## What do mentors do?

Mentors support and encourage participants. They are regarded as guides and sounding-boards, rather than managers or teachers. They lead through demonstration and encouragement. Mentors need to instil confidence in the participant and encourage self-motivation.

Mentoring is about assisting and supporting the participant.

Many of the young people will *not* go on to establish a small business in the short term. Some take on aspects of self-employment, for example, they will look for employment, but undertake part-time self-employment (seen particularly in the IT sector). Some will decide to re-enter education or training, while others will return to the job market.

Whatever choices the participants make, the mentor's role is to help guide them through these options (known as pathway development).

## Effective Mentoring

Mentors need to have the following skills or interest areas:

- Want to contribute to the community/job market,
- Interested in supporting young people on a one-to-one basis,
- Good listening skills,
- Compassion for the difficulties young people face,
- Ethical, just and fair.

Effective mentoring is mostly about good communication skills and the ability to:

- Ask open-ended questions
- Accept and respect other points of view
- Demonstrate flexibility and openness
- Admit mistakes and share their experiences
- Use coaching skills and behaviours
- Offer constructive feedback
- Relate well to youth.

Slingshot project management undertakes:

- To give you a clear explanation of your role and key tasks,
- To ensure there is a person to whom you can turn to for advice and support,
- To keep you informed of developments within Slingshot that may affect you,
- To provide access to appropriate training,
- To pay out of pocket expenses of up to \$120.

Slingshot requires mentors:

- To be committed to the aims of Slingshot,
- To conduct themselves in line with Slingshot rights and responsibilities,
- To give the necessary time and commitment,

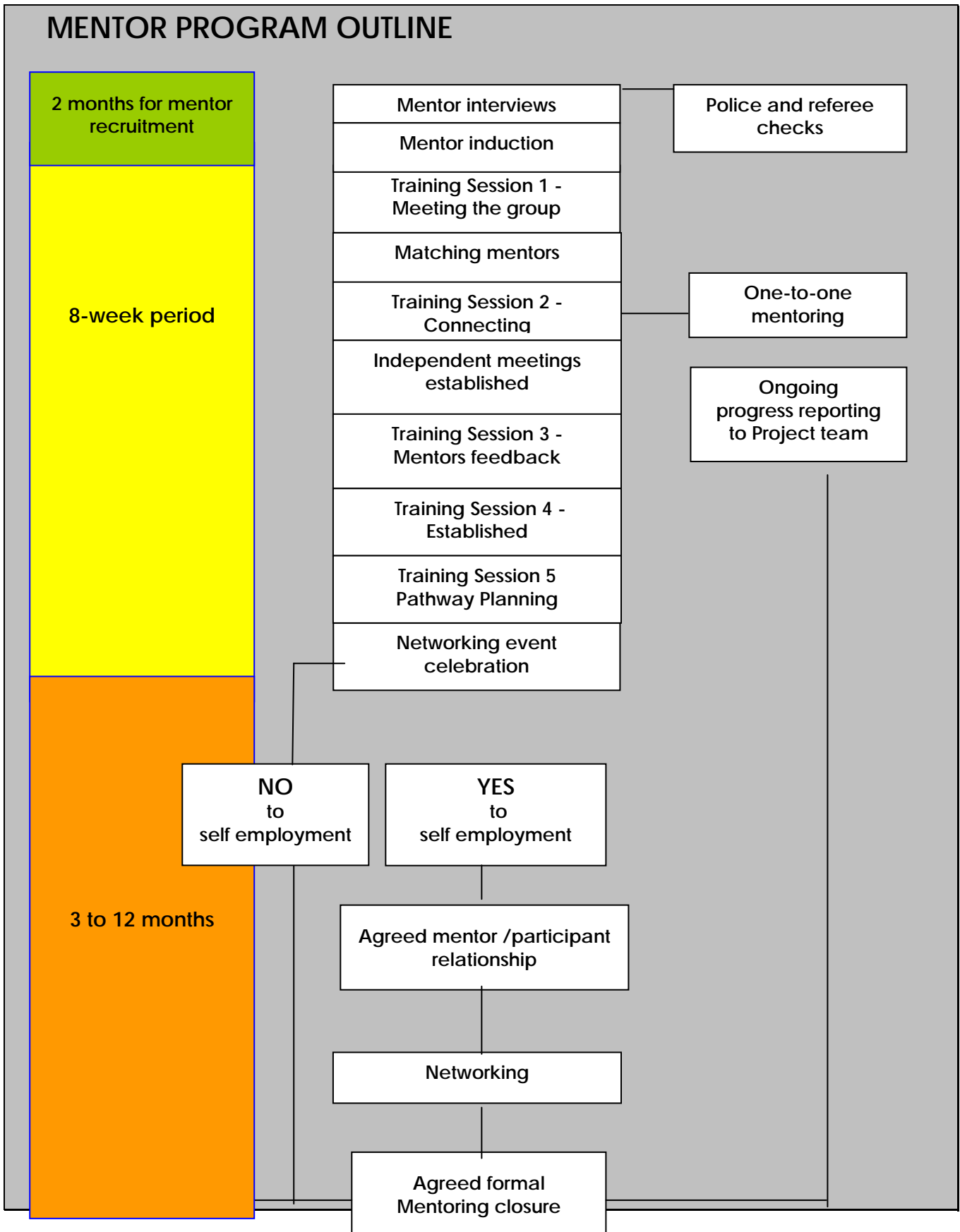


- To respect confidentiality,
- To take part in relevant training,
- To report any difficulties with the program and provide feedback,
- Liaise regularly with project management staff,
- Agree sign a Slingshot code of conduct agreement form,
- Agree to undertake a police check.

In addition, a Slingshot mentor should:

- Make mutually acceptable contact arrangements with their participant,
- Encourage the participant to commit to these contact sessions,
- Inform co-workers and family that they are a Slingshot mentor and that calls from the participant are important to them.

## Mentor Program Model



## Mentor Training

Most mentor training sessions are attended by both young people and mentors. Their focus is on equipping young people and mentors with the skills to build a positive mentoring relationship.

An experienced mentor trainer is essential to facilitate communication among a diverse group of people. Recommended sessions are for 2 hours, one evening a week, and run in parallel with the accredited business skills training program. Light refreshments should be provided, access to transport considered, and an informal atmosphere encouraged. A training room that can accommodate up to 30 people is necessary.

Below is a brief outline of a mentor training program and schedule that has been used with good outcomes.

Week number	Attendance	Topics covered	Mentoring
One	Mentors	<b>Induction</b> <ul style="list-style-type: none"> <li>• Overview</li> <li>• Lessons from the past</li> </ul>	Chance for mentors to find out more, confirm roles and expectations, and build a mentor support network
Two	Mentors & Young People	<b>Session One</b> <ul style="list-style-type: none"> <li>• Roles and responsibilities of mentors</li> <li>• Characteristics of effective mentors</li> <li>• Good practice for participants</li> </ul>	Informal networking and meeting the whole group
Three	Mentors & Young People	<b>Session Two</b> <ul style="list-style-type: none"> <li>• Building relationships</li> <li>• What's important to you? Cultural and youth issues</li> <li>• Listening skills practice</li> </ul>	Arrange first meeting between mentors and young people.
Five	Mentors only	<b>Session Three</b> <ul style="list-style-type: none"> <li>• Debriefing – How is the relationship developing?</li> <li>• Coaching skills</li> <li>• Setting goals</li> </ul>	Meeting should be held weekly if possible. Try to keep to a set time.
Seven	Mentors & Young People	<b>Session Four</b> <ul style="list-style-type: none"> <li>• Phases in mentoring</li> <li>• Setting boundaries</li> <li>• Networking</li> <li>• Challenges facing the mentor</li> </ul>	Meeting will have taken place. Mentor will be assisting young people with their business planning and have a good understanding of young people's goals and limitations.
Eight	Mentors & Young People	<b>Session Five</b> <ul style="list-style-type: none"> <li>• Ongoing skills development</li> <li>• Managing conflict</li> <li>• Pathway planning</li> </ul>	Mentors will assist young people prepare for the business review panel.

## Contact with Slingshot Project Team

Communication between the mentor and the project team should occur regularly.

Communications include:

- Interview, processing of relevant police checks and referee comments,
- Written confirmation of acceptance to the program,
- Induction and training,
- Signing of *Mutual Obligation* form between young person and mentor (This may happen at later date when the relationship has developed further),
- When the project management want to gain feedback and address any concerns,
- Via *Meeting Sheet* and *Comments Sheets* to be filled out regularly,
- Events planned to celebrate milestones and bring the larger team together.
- Ongoing support that is provided through resources, business connections, and problem solving,
- News updates circulated via forums and the Web.

## Mentor Recruitment Strategy

Mentor recruitment needs to happen as soon as is practical. Mentor recruitment can be slow and requires enthusiasm. For example, an email to a large corporation of many hundreds may only yield a couple of interested persons.

Mentors can be sourced through a wide range of places. Use the following as a checklist to guide you through the recruitment process. Mentor recruitment ought to be ongoing if you plan to run successive Slingshot programs. Networking is essential.

### *Recruitment Strategy Table*

Target	Contact	Poster	Flyer	Email	Article	Present ation
Word-of-mouth	Informal networks	√	√	√		√
	Steering committees	√	√	√		√
Service provider Agency	Work with the service provider to promote the program	√	√	√		
	Link with major sponsors of the Agency (include on intranet)	√	√	√		
Links to government agencies	Link up with your local Area Consultative Committee			√		√
	Link to Local Learning and Employment Networks & other State government Enterprises			√		√
	Council and councillors should be encouraged to join and promote the program			√		√
Students	Link to mentoring students who are taking mentoring programs	√	√			
Large corporations	Large corporations usually have designated personnel to handle enquiries			√		√

## Mentor Selection

### Overview

Mentoring is initiated during training and is ongoing for a 3-12-month period or as negotiated between the young person, mentor and project support team.

Setting up a mentoring program requires commitment by the agency - promoting the program, calling for expressions of interest and conducting interviews and police checks are required.

Slingshot staff will need to:

- Interview the mentor,
- Check Referee feedback,
- Get police checks.

Also, the Mentor is encouraged to:

- Make their own mutually acceptable arrangements with the young person, in conjunction with program recommended contact requirements;
- Establish clear communication procedures with the young person; and
- Initiate and be proactive in encouraging openness and accessibility.

### Interviewing potential mentors

It is best to interview a potential mentor at the Slingshot premises. If the person has *not* been recommended by a colleague or person whose opinion you trust two people should conduct the interview.

Mentors can be interviewed anytime prior to the start of the program. If the applicant is successful but cannot schedule the program to suit their current responsibilities, offer to keep them in 'reserve' for late intakes of young participants.

### The interview

The Interview should give the potential mentors an understanding of the following:

- Program background,
- Training requirements for both the young participant and mentor,
- A brief overview of the type of young participants involved in the program,
- The voluntary nature of involvement,
- The high profile of the program and the need for commitment and professionalism,
- Undertakings regarding insurances and out of pocket expenses,
- Time commitment and the importance of attending training sessions,
- The required police check and consent.

Provide mentors with the following documents:

- Mentor Application Form,
- Training Outline for young people and mentors,
- Training Timetable,
- NEIS questions,
- An overview of participant destinations, successes and outcomes,
- Also include materials that give an overview of the agency that houses Slingshot.

From the potential mentors you should ascertain:

- Why they are interested in participating,
- Any previous mentoring experience or work with young people,
- Their availability in accordance with the program timeline (If they are over-committed, they may like to participate on a review committee or as a guest speaker).

The required commitment:

- Induction session: Overview of the program at mentor training/interview stage,
- Training: 2-hour sessions over eight weeks,
- Weekly/bi weekly meetings to establish relationship with young person during the first month,
- On going monthly individual face-to-face meetings with young person or as agreed between young person and mentor (re: written agreement),
- Contact with young person via phone and email,
- Networking meetings approximately every quarter over a year, and
- Attend graduation ceremony.

# Mentor & Young Participant Agreement

*The mentor agrees wherever possible to:*

- Make available contact details as agreed,
- Take the lead in establishing regular contact,
- Visit the young participant's place of work,
- Offer guidance and advice in a professional and friendly manner,
- Listen without judgement – guide, do not teach.
- Identify resources available to help the young participant develop their ideas,
- Assist the young participant in thinking through the NEIS questions,
- Seek help from the Slingshot project team if the young person has a problem beyond the expertise of the mentor, or the mentor needs assistance with time/resources,
- Encourage the young participant to keep abreast of market trends and corporate news,

Keep any information about the young person and business strictly confidential (between mentor, young participant and project team) unless otherwise agreed.

*The young participant agrees wherever possible to:*

- Co-operate with any reasonable request from the mentor,
- Meet with mentors as required by the Slingshot program,
- Work with the mentor to develop a list of the competencies required for the success of the business and follow up any identified training and personal development needs,
- Produce regular progress reports and agree to actions that need to be taken,
- Contact the mentor whenever necessary to seek advice and guidance,
- Keep the mentor and Slingshot project team informed of any changes of name, home address, and telephone number.

Mentor name \_\_\_\_\_ Date \_\_\_\_\_

Signature \_\_\_\_\_ Contact number \_\_\_\_\_

Participant name \_\_\_\_\_ Date \_\_\_\_\_

Signature \_\_\_\_\_ Contact number \_\_\_\_\_

*Please sign and keep a copy.*

*Footnotes: The mentor should not have any commercial interest in the business of the young person they are mentoring. If there is a desire for such a relationship the Slingshot project team should be notified immediately and a new mentor will be appointed.*

*In the case of a mismatch between the mentor and the young person, resulting in them being unable to work together, every attempt will be made to resolve the issue.*

*This agreement is not legally binding: its purpose is to outline the commitment undertaken by both parties.*

## Evaluating the mentoring component

Assessment should be conducted regularly. In this way issues that arise can be dealt with immediately as opposed to waiting for the conclusion of the program and losing the opportunity to address any problems.

Evaluation can be both formal and informal. A formal evaluation is one where the mentor is asked to respond to specific questions in either the written or verbal form. Formal written responses can ensure anonymity and may prove more truthful than an informal response. A formal evaluation could take place at the conclusion of the training program and at the conclusion of the mentoring relationship — (if it extends beyond the training period).

An informal evaluation can be conducted verbally during a network meeting. Catching up on an informal level with each of your mentors at least once during the training program is a good idea.

A small evaluation at the conclusion of each training session could also be a valuable assessment tool, however such evaluations are designed to assess the content of each session and may not give a full picture of how the mentoring relationship is developing.



## Bits and pieces

### Reimbursements

Mentors are volunteers. Funds should be made available to reimburse mentor travel expenses up to the cost of \$120. Other expenses may be covered provided prior consultation with the project manager occurs.

Slingshot will endeavour to ensure networking meetings, gatherings and information sessions all support and reward mentors for their commitment to the program.

Mentors have the opportunity to be noted in any appropriate publicity materials.

### Confidentiality and privacy

A mentoring relationship is based on trust. At times this trust is tested by the confidentiality of the information received. Most communication between the mentor and the participant should be considered confidential. Examples of this type of communication are:

- Sensitive, personal or medical information concerning participants. If the mentor believes the information might be placing the young person at risk, then referral to the appropriate service through the Slingshot manager and MCM staff should occur.
- Commercial ideas developed by the young person that are critical to the development of their self-employment pathway. This is protected as intellectual property and mentors are requested not to disclose any such information to any unauthorised person. However, participants can give permission for their ideas to be discussed.

### Exiting the mentoring relationship prior to program completion

There may come a time when a mentor needs to leave the program prior to its completion. Given the important role that the mentor plays in the development of the participant's personal and professional career aspirations, plenty of notice should be given. The mentor is requested to inform the project manager of their intention to withdraw from the project.

*If the mentor wishes to discontinue contact with the participant, at least seven days notice should be given to the project manager.*

The mentor should fill in Evaluation and Exit forms and all records relating to the participant should be returned to the project officer. The mentor should also inform the project manager of the participant's progress to date, by completing a final contact form.

The program is as effective those involved make it. Information about mentor and participant reasons for departing may assist future program development. Mentors may wish to remain involved in the program in some other capacity and they can discuss this with the project manager.

### Departing mentor checklist

<i>Have mentors ensured they:</i>	<i>Check</i>
<ul style="list-style-type: none"> <li>• Given at least one weeks notice,</li> </ul>	
<ul style="list-style-type: none"> <li>• Returned all records relating to participant to the Slingshot project</li> </ul>	

manager,	
• Filled in a <i>Final Contact</i> form relating to the participant's progress to date,	
• Filled in a <i>Mentor Evaluation and Exit</i> form	
• Attended an exit interview with Slingshot management,	
• Finalised any reimbursements	

## Duty of care

Slingshot has a duty of care to anyone involved in the program. A duty of care is breached if a person behaves unreasonably. Failure to respond to any given situation can also be deemed unreasonable, so duty of care can be breached either by action or inaction. Mentors are expected to take steps to avoid the risk of injury, both to themselves and the participants.

## Occupational health and safety

The Slingshot program aims to achieve the highest possible standards of health, safety and well-being of employees, visitors, mentors and participants. We seek the cooperation and support of all mentors in realising these objectives. Staff, mentors, trainers, and participants are responsible for:

- Taking action immediately to rectify any unsafe situation or actions,
- Immediately reporting any illness, injury, hazard or unsafe act that occurs wherever mentoring is undertaken,
- Maintaining good housekeeping standards at all times.

## Insurance

Slingshot staff, participants and mentors require insurance. The agency will need to organise insurance for the program. Insurance should include public liability and personal accident insurance.

May larger agencies will have insurance cover for volunteers.

## Grievance issues

### Grievance procedure: Summary information

Slingshot's philosophy is to recognise the rights of clients to raise complaints about services and to have them dealt with fully, fairly and within a reasonable time frame. Specifically, while receiving services clients have the right to:

- Be treated with respect,
- Be treated fairly and equally,
- Be free from physical and other forms of abuse, intimidation and harassment,
- Be informed about services available,
- Actually participate in decisions that affect them,
- Have all issues or information treated confidentially, except where this information may endanger their life, or the life or well being of another person,
- Make suggestions about the delivery and effectiveness of the service.

*\*If a mentor believes a crime has been committed against them they should be advised to report this to the police.\**

### **Steps in making a complaint**

- The person dealing with the complaint is obliged to complete a report outlining the nature of the complaint and the way in which it was dealt with. To assist the managing organisation in formalising the grievance process we request mentors and/or participants indicate the action *that they would like* taken. The person receiving the complaint will be responsible for the transparency of the complaint process, the investigation of the claim, negotiation between interested parties, resolution of the claim and providing information regarding advocacy.

## Resources

ATO Tax Reform Office	<a href="http://www.taxreform.ato.gov.au">www.taxreform.ato.gov.au</a> 13 24 78
Australian Bureau of Statistics	<a href="http://www.abs.gov.au">www.abs.gov.au</a>
Australian Financial Review Boss Magazine	<a href="http://www.boss.afr.com.au">www.boss.afr.com.au</a>
Australian Securities and Investments Commission	<a href="http://www.asic.gov.au">www.asic.gov.au</a>
Australian Society of Certified Practising Accountants	<a href="http://www.cpaonline.com.au">www.cpaonline.com.au</a> 03 9606 9606
Australian Tax Office	<a href="http://www.ato.gov.au">www.ato.gov.au</a>
BizStart - free seminars for small business	9215 3742
Business Entry Point	<a href="http://www.business.gov.au">www.business.gov.au</a>
Business Licence Information Service	<a href="http://www.business.gov.au">www.business.gov.au</a> 1800 136 034
Business Review Weekly Magazine	<a href="http://www.brw.com.au">www.brw.com.au</a>
Business Victoria	55 Collins Street, Melbourne <a href="mailto:Helpline@business.vic.gov.au">Helpline@business.vic.gov.au</a> <a href="http://www.business.vic.gov.au">www.business.vic.gov.au</a> Helpline - 132260
Consumer and Business Affairs Victoria	<a href="http://www.consumer.vic.gov.au">www.consumer.vic.gov.au</a>
Department of Employment, Workplace Relations and Small Business	<a href="http://www.dewrsb.gov.au">www.dewrsb.gov.au</a>
GST Business Assist Helpline	13 30 88
IBIS – Business Information / Industry Research	<a href="http://www.ibis.com.au">www.ibis.com.au</a>
Institute of Chartered Accountants in Australia	<a href="http://www.icaa.org.au">www.icaa.org.au</a> 02 9290 1344
My Business Magazine	<a href="http://www.mybusiness.com.au">www.mybusiness.com.au</a>
National Occupational Health and Safety Commission (Work Safe Australia)	1800 252 226
Small Business Victoria	Level 5/55 Collins Street, Melbourne <a href="http://www.sbv.vic.gov.au">www.sbv.vic.gov.au</a> Hotline - 132215
Tax information for Small Business	13 28 66
Tax reform for small business	13 24 78
Yellow Pages – Small – Medium business site	<a href="http://www.pacificaccess.com.au">www.pacificaccess.com.au</a>
Youth Enterprise Networks	<a href="http://www.enya.org.au">www.enya.org.au</a>

## The New Enterprise Incentive Scheme (NEIS)

Slingshot training is designed to complement *not* replicate NEIS. Slingshot complements NEIS by starting participants on Certificate IV and concentrating on researching business opportunities and marketing – developing the business idea as opposed to more in depth development of the business operating plan. In this way Slingshot provides a foundation for further self-employment exploration – experience that the participants can then use to apply for a NEIS placement.

Not all participants will want to apply to NEIS. Often this decision is left until the training is completed. If the young person decides to apply for the NEIS program, then the mentor can discuss the various criteria required and how best to fill in the application. If NEIS is to be the chosen pathway, then an aim of the Slingshot program is to help the young person to prepare a successful NEIS application. (There is always the possibility that the young person may decide that they have the appropriate knowledge and tools to start up self-employment without doing the NEIS program.)

### ***Applying for NEIS***

- Hold discussions with the participant about their business idea,
- Make sure the participant has done the necessary groundwork so that the mentor can help them,
- Ask the participant to bring all notes and ideas to mentoring meetings,
- Use the following questions to assist the participant in filling out the form accurately.
- Visit the NEIS Website at [www.nna.asn.au/NEIS.htm](http://www.nna.asn.au/NEIS.htm)

## NEIS Application Form Questions

### The Business

1. Why do you want to establish a business? .....
2. Describe the business you propose to start? .....
3. Why have you chosen this as your business idea? .....
4. What do you know about your industry? .....
5. Do you personally know any business people in this industry?  
Name ..... Business .....
- Contact number ..... Relationship .....

### Your Market

6. Who will buy your product/service? .....
7. Have you made contact with any potential customers? Give details. ....
8. Does anyone already offer this product/service? Give details. ....
9. How will your product/service be better or different? .....
10. How will you advertise and promote you product/service? .....

### Your research to date

11. Have you sought advice about your business idea? Yes / No Give details. ....
12. Name sources of information about your industry eg. Trade associations, Small Business Victoria, Bureau of Statistics.....

.....

**Location**

13. What address will your business operate from? .....

14. Is this your home address? Yes / No

15. Why is this will be a good location? .....

.....

**Your product or service**

16. Where will you buy your product/raw materials? Please supply names and addresses of suppliers? .....

.....

17. What price will you charge for your product/service and how have you calculated this? (If more than one product give range).....

.....

18. Price normally charged by others for the same/similar product/service? .

.....

**Your set-up costs/equipment needs**

19. Describe the equipment that you will need for the business?

Already owned by you .....

Need to buy or lease .....

**Financing your business**

20. What funds do you estimate you will need to get you business started. Here is a checklist of business start up expenses. You may not know the answer to these questions yet, but give a general idea.

Rent/ bond (one months rent) \_\_\_\_\_

Electricity gas connection \_\_\_\_\_

Phone connection \_\_\_\_\_

Tools \_\_\_\_\_

Stock \_\_\_\_\_

Clothing \_\_\_\_\_

furniture \_\_\_\_\_

Shop fittings \_\_\_\_\_

Vehicle \_\_\_\_\_

Business Registration \_\_\_\_\_

Business licences/ Permits \_\_\_\_\_

insurance \_\_\_\_\_

stationery \_\_\_\_\_

advertising \_\_\_\_\_  
 renovations \_\_\_\_\_  
 other \_\_\_\_\_

- 21. What funds do you have to put towards this? .....
- 22. If you need additional funds from where do you expect to obtain these funds?
- 23. Have you applied for finances to date? If yes, please provide details: .....  
 .....
- 24. Do you have the capacity to earn \$12,000 in your first year of business?  
 .....

**Your skill abilities and ambitions**

- 25. Do you have any previous experience of starting up a business venture? Provide details.  
 .....
- 26. Have you been on a NEIS program before? Provide details.....  
 .....
- 27. Within the last 12 months, have you applied for the NEIS program? YES / NO Where?
- 28. What qualities do you have that you believe will be valuable in running your own business?.....  
 .....
- 29. What do you think will be the critical factors that will make your business succeed?  
 .....  
 .....
- 30. Given your present financial commitments, what take home pay do you desire out of your small business?
- 31. How many hours a week do you expect to spend working at your business?
- 32. What do you consider your greatest strengths? .....
- 33. What personal areas do you feel need strengthening? .....
- 34. How would your friend's describe you? .....
- 35. What have you done in the past 12 months to improve yourself? .....



36. Excluding money, what factors would you say have been handicaps in preventing you from moving ahead with your business? .....

37. Existing Business Management Skills:

- Bookkeeping                      Good       A little       Not yet
- Marketing                        Good       A little       Not yet
- Time management              Good       A little       Not yet
- Communication skills        Good       A little       Not yet
- Insurance                        Good       A little       Not yet
- Legal Issues                    Good       A little       Not yet
- Record Keeping                Good       A little       Not yet
- Personal management        Good       A little       Not yet
- Motivation                      Good       A little       Not yet
- Planning and goal setting    Good       A little       Not yet
- Business licensing & Regulation Good       A little       Not yet
- Customer service.            Good       A little       Not yet
- others

38. What business management skills are you most interested in developing during the training? .....

39. Why are you considering going into business now? .....

40.

Slingshot forms



## Participant Application Form

CONFIDENTIAL

### Privacy

SLINGSHOT participants' rights to privacy will be respected at all times.

Only information that is relevant to the program and to program evaluation will be collected.

Participants have the right to access, review and correct information stored in their files.

Information about participants may be provided to a third party for program evaluation purposes on the condition that the identity of participants is protected.

Use of personal images of participants in the media will require the participant's written consent.

SLINGSHOT participants need to be aware that information that is relevant to the best interest of the client may be forwarded to appropriate agencies. This information may be passed on to your Mentor.

### Selection Criteria

Young people aged 18 to 24 who may experience disadvantage

Enterprising young people with a business idea or who are interested in developing one

Young people must sign a SLINGSHOT code of conduct agreement form.

### OUO Checklist

Health Care Card

Program Timetable

Course Description

Pre-training Pathway Planner

CV

## Slingshot Statement of Purpose

### Our Objectives

Slingshot fosters and supports young people who might not otherwise have the opportunity to establish their own enterprise.

Slingshot's goal is to ensure that self-employment emerges as a viable future option for all those young people with the desire and skills to be successful in this form of endeavour.

The bulk of the resources and assistance provided by Slingshot will be directed to those experiencing the most difficulty embarking on this pathway or sustaining their commitment to self-employment.

### Our Target Group

Key focus on 'disadvantaged' young people, 18 - 24 years

### Our Outcomes

To create and enhance pathway development for disadvantaged youth with an interest and motivation in self-employment

This may include enabling participants to progress to the point where they can enter the Federal Government's *New Enterprise Incentive Scheme* (NEIS) or equivalent program.

Recognise that for some participants, re-entry into education, training or waged employment would be regarded as a good outcome.

### Other benefits

- Improved self-confidence and self-esteem.
- Enable participants to bring their ideas to fruition.
- Enhancing economic and emotional self-dependence.

### Our Role

Assist young people wanting to enter a self-employment pathway through a comprehensive system of support that provides assistance at each phase of the business establishment process:

- concept development;
- business plan development;
- access to financial assistance/start-up capital;
- mentoring support, initially and over the medium term;
- support with on-going management issues;
- networking with peers; and
- carrying out other activities that are of benefit to young people in pursuant to program objectives.

### Participant's Role

- Actively develop and/or further a self-employment idea
- To undertake training
- To engage and develop networking with other young people
- Prepared to actively and positively demonstrate a willingness to work with a mentor
- To develop a self-employment pathway
- To attend and contribute to program activities
- To communicate progress and difficulties with the project team
- Agree to work towards the program's objectives

# PART 1: ABOUT YOU

**1. PERSONAL DETAILS**

Name:

First ..... Last .....

Address: .....

.....

Phone: .....

Mobile: ..... Email .....

Best way to contact me: ..... Number: .....

1.2. Date of Birth: .....

1.3. Are you an Australian citizen or permanent resident? Yes/No

1.4. Male/Female

**2. EDUCATION**

2.1. School level attained?

Year 7    Year 8            Year 9            Year 10            Year 11            Year 12

2.2 How long is it since you left school?

0-3months    3-6 months    6-9 months    9-12 months    1-2 years  
 2 -3 years    3-4 years    more than 4 years            NA

2.3. Short Courses/Other qualifications: Completed (C) Nearly Completed (NC)

<b>First Course</b>			
Name of Course	Institution	Completed Y/N	When?
Course Level (Please circle)	Certificate 1 Certificate 2 Certificate 3 Certificate 4	Diploma Degree App/Traineeship Adult education	Other Short course Pre Apps

Was this course relevant to your self-employment idea? Y/N

<b>Second Course</b>			
Name of Course	Institution	Completed Y/N	When?

Course Level (Please circle)	Certificate 1 Certificate 2 Certificate 3 Certificate 4	Diploma Degree App/Traineeship Adult education	Other Short course Pre Apps
---------------------------------	--	---	-----------------------------------

Was this course relevant to your self-employment idea? Y/N

**3. Language**

Is English your Second language? Y/N

3.1 Are any other languages spoken at home? Do you speak any other language?  
(Give details)

.....

**4. Training Need Analysis**

Do you read?

newspapers                      comics                      www articles      books                      magazines

4.1 Rate your abilities:

	A little	OK	very well
Can you write eg letters to business people or officials eg Centrelink	1	2	3
Can you write to friends	1	2	3
Can you write notes/email	1	2	3
Can you write essays	1	2	3

I **express** myself by:

Writing eg essays	1	2	3
Talking eg making presentations	1	2	3
Using information like pictures, video	1	2	3

I like to **learn** things by:

Reading about them	1	2	3
Being shown, pictures and diagrams	1	2	3
Hearing about things (listening to radio, talks)	1	2	3
Doing them (hands on)	1	2	3

**5. LEISURE ACTIVITIES**

Please list activities you enjoy doing with others or by yourself when you have enough time, money or energy?

.....  
 .....  
 .....  
 .....

**ATTACH YOUR RESUME**

An outline of the work /training you have undertaken

NOTE: This does not have to be perfect! We need this to get a general idea, so try and include all your work experience, either paid or unpaid. The Slingshot program will help improve your resume during the program.



**ASK ALL (INTERVIEWER TO ASK)  
PRESENT LABOUR MARKET STATUS ABS**

**Are you?**

An **Employed** person, aged 15 years and over who, during the reference week, worked for one hour or more for pay, profit, commission, payment in kind in a job or business or on a farm, or worked without pay in a family business, or who had a job but were not at work. Also includes employers, own account workers or contributing family workers who had a job, business or farm, but were not at work.

**YES NO**

**IF YES**

Employed by others: Total .....hours worked that week  
 Self-employed/ Own Account: Total .....hours worked that week

Part time worker under 35 hours a week PT  
 Full time Over 35 hours a week FT  
*(This can be in employment by others or own account working)*

An **Unemployed** person aged 15 years and over who were not employed during the reference week, but who had actively looked for work and were available to start work.

**YES NO**

A **Discouraged jobseeker** who is marginally attached to the labour force, wanted to work and who was available to start work within four weeks but whose main reason for not actively seeking work was that they believed they would not find a job for any of the following reasons:

- considered too old or too young by employers;
- difficulties with language or ethnic background;
- lacked necessary schooling, training, skills or experience;
- no jobs in their locality or line of work; or
- they considered that there were no jobs available at all.

**YES NO**

An **Own account worker** who operates his or her own unincorporated economic enterprise or engages independently in a profession or trade, and hires no employees. (This category was formerly entitled self-employed.)

**YES NO**

A **Student**: enrolled in Full-time study  
 enrolled in Part-time study  
 Course name:  
 Total Contact Hours per week

**YES NO**

**Ask Young People active in Self-employment**

Are you undertaking your self-employment/own account activities?  
(i.e. one hour of self-employment activity in the last week)

**Yes      No**

How many hours a week would you spend on this activity? ..... hours

How many hours a week would you spend on other employment activities?

Hours.....Employment

Hours.....Study

Do you have an ABN?

**Yes      No**

When did you apply for an ABN? .....

Have you used it?

**Yes      No**

Have you any partners in your business?

Do you have formal partnership agreement with them? **Yes/No**

When was this actuated? .....

What do you estimate to be your turn over from your own account activities per year?

\$1-\$1,000

\$1001-\$7000

\$7001-\$15,000

\$15,001-\$25,000

\$25,001-\$35,000

\$35,001-\$50,000

\$50,001-\$100,000

\$100,001+



WORK

Are you in receipt of a benefit? Y/N	
Newstart Allowance Austudy Payment Youth Allowance Special Benefit Other ..... .....	<b>Not in receipt of a benefit</b>
How would you best describe your present status?	
Apprentice/Traineeship	Self employment & Apprenticeship/Traineeship
Casual employment	Self employment (NEIS)
Employed F/T	Self employment (SEDS)
Employed P/T	Study & P/T employment
Self employment	Study F/T
Self employment & P/T work	Study P/T
Self employment & Study	Unemployed
Self employment & Study & P/T work	Other:.....

If you are employed:

Where do you work? .....

Contact Number.....

What position do you hold? .....

If you are not employed and are looking for work, how long have you been looking for work?

N/A            0-3 month            3-6 months            6-9 months            9 months and over

If you are registered with Centrelink? Do you have a case manager? Y/N

Name: .....

At what office (suburb) .....

What is your Jobseeker ID? .....

Have you ever undertaken any youth employment programs or Centrelink programs eg. Work for the Dole? If so, please provide details.

.....  
 .....  
 .....  
 .....

Are you registered with JPET (Job Placement and Training Programme)? If so, where?

.....  
.....  
.....

Are you registered with another organization under a different employment program? Please state the program and organization eg. Jobs Pathways Program.

.....  
.....

Have you ever been declared bankrupt? Y/N

If Yes, when: .....

# PART 2: DOWN TO BUSINESS

(INTERVIEWER TO ASK QUESTIONS AND RECORD RESPONSES)

NOTE: You may not be able to answer all of these questions. That is OK. The aim of SLINGSHOT is to help you find the answers!

By trying to answer these questions, you will help us/and your mentor to know how far you have developed your business idea. If you can not answer the question, PLEASE TICK ONE OF THESE BOXES: **NOT KNOWN YET**  or **NONE**

**ABOUT YOUR IDEA**

**The Idea**

Tell us about your idea.....

.....  
.....

NOT KNOWN YET                       NONE

Why have you chosen this as your idea? .....

.....

NOT KNOWN YET                       NONE

Remove all of these boxes

Why are you considering this idea now? What has stopped you before?

.....  
.....  
.....

**Your Market**

Who will buy your product/service?.....

.....

NOT KNOWN YET                       NONE

Have you sold anything yet? Is anyone interested in buying from you? .....

.....  
.....

Who is your competition? .....

.....

NOT KNOWN YET                       NONE

How will your idea be better or different? .....

.....

NOT KNOWN YET                       NONE

How will you advertise your product? .....

.....

NOT KNOWN YET                       NONE

<b>OUO</b>
<b>Market</b>
SU
BU

**Your research to date**

Do you know personally any business people in this industry?

Name .....

Business .....

Contact number .....

Relationship .....

Have you sought advice about your idea? Y/N

If so, from whom? .....

.....

NOT KNOWN YET                       NONE

**Location**

Where do you think you might work from? .....

.....

NOT KNOWN YET                       NONE

Why will this be a good location? .....

.....

NOT KNOWN YET                       NONE

**Your product or service**

What price will you charge for your product/service? How did you select this figure?

.....

NOT KNOWN YET                       NONE

Price normally charged by others for the product/service?.....

.....

NOT KNOWN YET                       NONE

**Your skills, abilities and ambitions**

Do you have any previous business experience in selling or marketing? If yes, please give details. ....

.....

NOT KNOWN YET                       NONE

What do you think you need to do to make your idea succeed?

.....

.....

.....

NOT KNOWN YET                       NONE

**Your equipment needs**

What extra equipment will you need for the business?

.....

.....

NOT KNOWN YET                       NONE

What business equipment do you currently own?

.....

.....

What will you need to buy or lease? .....

.....

.....

NOT KNOWN YET                       NONE

How much money have you got to put toward your idea? .....

<b>Start-up funds</b>
\$10000+
\$5000-\$10000
\$1000-\$5000
\$400-\$1000
\$0
Under \$400

Given your present financial commitments, what take home pay do you desire out of your small business? .....

How many hours a week do you expect to spend working at your business? .....

NOT KNOWN YET           NONE

What do you consider your strengths that will help you run the business? .....

.....  
.....

NOT KNOWN YET           NONE

What personal skill or development areas do you feel need strengthening? .....

.....

NOT KNOWN YET           NONE

What have you done in the past 12 months to improve yourself? .....

.....

NOT KNOWN YET           NONE

How are you supporting yourself now?

.....  
.....

**Existing Business Management Skills:**

Bookkeeping	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Marketing	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Time management	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Communication skills	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Insurance/ Legal Issues / Business licensing & regulation	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Record Keeping	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Motivation	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Planning and goal setting	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Customer service.	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
Presentation.	Good <input type="checkbox"/>	A little <input type="checkbox"/>	Not yet <input type="checkbox"/>
others			

.....

What skills are you most interested in developing during the training? .....

.....

NOT KNOWN YET           NONE

## Declaration

I acknowledge that all advice and assistance given to me, within the project known as SLINGSHOT, is given on a voluntary basis for non-financial reward and solely for the purpose of this project.

I also acknowledge that no legal liability or responsibility will be accepted by SLINGSHOT mentors, the committee and organisers of SLINGSHOT, or any other person associated with SLINGSHOT for any business advice or assistance given.

I hereby expressly disclaim all and any liability whatsoever, to the full extent allowed by law to any person arising out of or connected in any way to the services provided by each or any of them including any liability for negligence.

## Agreement

I agree to:

- Participate in the accredited training as outline in the *Slingshot Timetable*
- Give where possible 24 hours notice to the Project Manager/Assistant or nominated staff of planned non-attendance of training or appointments
- Help create and develop a network group with other participants in the SLINGSHOT program
- Work with a mentor
- Dedicate time to the development of my business idea

## Rights and Responsibilities

1. SLINGSHOT participants, project team and mentors will adopt and maintain the highest standards of conduct in their attitude and behaviour toward colleagues and members of the community.

### 2. DIGNITY & RESPECT

SLINGSHOT participants, project team and mentors have the right be treated as individuals with dignity and respect, without exploitation, abuse or neglect: to retain their personal rights and freedom and to be free from physical, sexual, emotional and verbal abuse.

### 3. PERSONAL INDEPENDENCE

SLINGSHOT participants are encouraged to maintain and extend their personal independence maintaining control over their lives and making decisions in regard to their lives, financial affairs and personal possessions.

SLINGSHOT participants must always be consulted on and be encouraged to make their own decisions with regard to service delivery and their lives.

### 4. FREEDOM FROM DISCRIMINATION

SLINGSHOT participants, project team and mentors should not be discriminated against on the basis of race, gender, sexual orientation, age religion, nation of origin, marital status, political belief or any other preference or personal characteristic.

Participants are entitled to participate in their cultural or religious practice and retain the language of their choice without discrimination. (We must acknowledge that the delivery of some services is constrained by the funding and service agreement of certain groups.)

### 5. FREEDOM OF SPEECH

SLINGSHOT participants have a right to their own views and opinions and specifically in respect of the services they receive. They have a right to raise complaints and to have those complaints examined and resolved in a fair and reasonable manner.

### 6. PERSONAL PRIVACY



see beginning of document

7. SLINGSHOT Participants also have a responsibility to:

- Respect the rights of other service users and staff
- Respect the right of staff to a work environment, which is free from harassment
- Respect their own health and wellbeing as far as they are able
- Own the outcomes of the decisions, which they themselves make

I declare that the information supplied in this application form is true and correct. To the best of my abilities, I will undertake the duties outlined in the agreement, and conduct myself in accordance with the rights and responsibilities outlined in this document. I have read, understood and agreed to be bound by the disclaimer.

**Signature:**

**Date:**   /   /

**Name:**

**Address:**

Witness:

Date:   /   /

Name:

Address:

**OUO**

Found out about the project from: Centrelink Community facilities <b>GTC/TAFE</b> Job Network JPET/JPP NEIS Other Past participant Schools Welfare support services Work for the Dole Word of mouth. Who..... If referred, which service? Name Address Contact No	Saw a ... Poster Pamphlet Newspaper Website Radio Referral Magazine Other
Send letter? Phone to referral agency confirming interview. Y/N	
Interviewed by:	Interviewed At: Interview Date:
Time started: Time Finished: Application Approved: Evaluation of Questionnaire given out:	Application Pack provided: Grievance Procedure Indicated: JPET Enrolment completed: Resume provided: Health Care Card sighted:
Attended induction Day:	Enrolled at VU:
Mentor Assigned: Yes / No	Mentor: Contact No.

NOTES



## Pre and Post Training Plan

*This sheet is used at first interview and at the end of training to identify areas of concern that may impede the young person's progress. It also allows the young person to work out what they may need to accomplish before training starts. Post training, this sheet may be useful to encapsulate problems facing young people in difficulties who may need referral.*

	Description	Who	When	Action	Goal	Outcome
Housing						
Employment						
Money						
Family						
Travel						
Equipment						
Health						
Training						
Marketing						
Networking Meeting						
Product development						
Skills development						
Selling						
Research (IT sites)						



**Case management notes\***

\*This information can be stored on a computer database

**Name:** \_\_\_\_\_

**Business idea:** \_\_\_\_\_  
\_\_\_\_\_

**Training Outcome:** \_\_\_\_\_  
\_\_\_\_\_

**NEIS Application:** \_\_\_\_\_  
\_\_\_\_\_

**Mentor communication:** \_\_\_\_\_  
\_\_\_\_\_

**Further training:** \_\_\_\_\_  
\_\_\_\_\_

**Employment:** \_\_\_\_\_  
\_\_\_\_\_

**Work Experience:** \_\_\_\_\_  
\_\_\_\_\_

**Pathway planing:** \_\_\_\_\_  
\_\_\_\_\_

**Communication with project team:** \_\_\_\_\_  
\_\_\_\_\_

**Conditions/Personal Circumstances:** \_\_\_\_\_  
\_\_\_\_\_

**Other information:**

- Actions and future contact with young person (to be dated and noted)
- Record of their welfare benefit and employment statuses (pre, during and post Slingshot)



## Mentor Application Form

### MENTOR SELECTION CRITERIA

Have business experience or project management experience and have an interest in young people.

Prepared to actively and positively demonstrate a willingness to work with a participant and commit to minimum one hour a month personal contact over a 4-8-month period and to undertake training and liaise with the project team.

### SLINGSHOT STATEMENT OF PURPOSE

#### Our Objectives

Slingshot fosters and supports young people who might not otherwise have the opportunity to establish their own enterprise.

Slingshot's goal is to ensure that self-employment emerges as a viable future option for all those young people with the desire and skills to be successful in this form of endeavour.

The bulk of the resources and assistance provided by Slingshot will be directed to those experiencing the most difficulty embarking on this pathway or sustaining their commitment to self-employment.

#### Our Outcomes

To create and enhance pathway development for disadvantaged youth aged 18 to 24 with an interest and motivation in self-employment.

This may include enabling participants to progress to the point where they can enter the Federal Government's *New Enterprise Incentive Scheme* (NEIS) or equivalent program.

Recognize that for some participants, re-entry into education, training or waged employment would be regarded as a good outcome.

Other benefits:

- Improved self-confidence and self-esteem.
- Enable participants to bring their ideas to fruition.
- Enhancing economic & emotional self-dependence.

#### Our Role

Assist young people wanting to enter a self-employment pathway through a comprehensive system of support that provides assistance at each phase of the business establishment process:

- concept development;
- business plan development
- access to financial assistance/start-up capital;
- mentoring support, initially and over the medium term;
- support with on-going management issues;
- networking with peers; and
- to carry out other activities that are of benefit to young people and pursuant to program objectives.

#### Mentor's Role

- Support the young person in their development of a self-employment pathway.

- Undertake training
- Liase with project management staff.
- Agree sign a SLINGSHOT code of conduct agreement form.
- Agree to undertake a police check.
- Support the program's objectives.

## PART 1: ABOUT YOU

### 1. PERSONAL DETAILS

Name: \_\_\_\_\_

Home/Street address:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Mail Address (if different):

\_\_\_\_\_  
\_\_\_\_\_

Home Phone: \_\_\_\_\_ Home Fax: \_\_\_\_\_

Employed/Unemployed/Retired

Company Name:

Title/position:

Work Address:

Mobile:

Email:

Sex: M/F

Do you speak any languages other than English? (give details)

\_\_\_\_\_

### PROFESSIONAL BACKGROUND

Educational Background: School Year Level attained / Degrees/ Diplomas/ Certificates / other qualifications:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Career positions:

\_\_\_\_\_

Have you ever been self-employed? Y/N

If yes:

Occupation/ Business Duration

\_\_\_\_\_

Occupation/Business Duration

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Have you ever been declared bankrupt? Y/N (If Yes, when?)

### Business Expertise

Please list areas of business skill:

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Please state business/industry areas of experience and interest:

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### Comments

Add any further details or comments you feel may be helpful. Please attach a CV.

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### Why be a mentor?

Why did SLINGSHOT mentoring appeal to you?

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Reasons for becoming a SLINGSHOT mentor (Select from strongly agree, agree, disagree)

- Personal satisfaction
- Challenge
- Community Building
- To reflect upon and articulate what I am doing in my business
- Networking
- Skill development
- Enhance Professional Mentoring Practice
- Enhance Professional/Youth Work Skills
- Other reasons: \_\_\_\_\_

How did you first hear about SLINGSHOT?

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Have you been involved in any mentoring program previously or are you currently?

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Have you had any involvement with any program that has a focus on youth before?

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Are you a member of any clubs or associations?

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Are you involved in any community groups?

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What are your hobbies or recreations activities, pastimes, interests?

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## COMMITMENT

Do you have a Police Record ?      Yes      No

Do you agree to undergo relevant police checks?    Yes      No

Can you provide the names and contact numbers of two referees?

Name:

Contact No.:

Address:

Relationship to you:

Name:

Contact No:

Address:

Relationship to you:

Are you able to be available for at least 15 hours personal contact with a young person over a 12-month period? Y/N (If NO, what time commitment do you think you can make?)

What do see as the challenges in being a Slingshot mentor?

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## Rights and Responsibilities

1. SLINGSHOT participants, project team and mentors will adopt the highest standards of behaviour and conduct at all times and maintain the highest standards of conduct in their attitude and behaviour toward colleagues and members of the community.

### 2. DIGNITY & RESPECT

SLINGSHOT participants, project team and mentors have the right be treated as individuals with dignity and respect, without exploitation, abuse or neglect: to retain their personal rights and freedom and to be free from physical, sexual, emotional and verbal abuse.

### 3. PERSONAL INDEPENDENCE

SLINGSHOT participants are encouraged to maintain and extend their personal independence maintaining control over their lives and making decisions in regard to their lives, financial affairs and personal possessions. SLINGSHOT participants must always be consulted on and be encouraged to make their own decisions with regard to service delivery and their lives.

### 4. FREEDOM FROM DISCRIMINATION

SLINGSHOT participants, project team and mentors should not be discriminated against on the basis of race, gender, sexual orientation, age religion, national origin, marital status, political belief or any other preference or personal characteristic.

### 5. PERSONAL PRIVACY

SLINGSHOT participants have personal privacy in the receipt of services and the program and with regard to the information exchanged with staff and mentors in the course of service delivery. SLINGSHOT participants and mentors need to be aware that information that is relevant to the best interest of the participant may be forwarded to appropriate agencies.

### 6. FREEDOM OF SPEECH

SLINGSHOT participants and mentors have a right to their own views and opinions and specifically in respect of the program and they have a right to raise complaints and to have those complaints examined and resolved in a fair and reasonable manner.

Mentors and participants also have a responsibility to:

- Respect the rights of other service users, mentors and staff;
- Respect the right of staff, young people and other mentors to a work environment, which is free from harassment;
- Respect their own health and well-being as far as they are able; and
- Own the outcomes of the decisions, which they themselves make.

## Declaration

I acknowledge that all advice I provide, whether in relation to the preparation of a business plan or otherwise in conjunction with the project known as SLINGSHOT, is given on a voluntary basis for non-financial reward and solely for the purpose of this project. I also acknowledge that no legal liability or responsibility whatsoever will be accepted by or will attach to myself as a mentor, the committee and organisers of SLINGSHOT, or any other person associated with SLINGSHOT for any advice or assistance given whether in relation to the preparation of the business plan or otherwise.

I declare that the information supplied in this application form is true and correct, and to the best of my abilities will undertake the duties outlined in the agreement, and conduct myself in accordance with the rights and responsibilities outlined in this document.

Signature: \_\_\_\_\_ Date:    /    /  
 Name:  
 Address:  
 Witness: \_\_\_\_\_ Date:    /    /  
 Name:  
 Address:

Found out about the project from:	Newspaper
Service	Club
Poster	Business Network:.....
Pamphlet	
Friend	
MCM	
Other	
Interviewed by:	Interviewed at: Interview Date:
Time started:	Application Pack provided?
Time finished:	Grievance Procedure Indicated?
	Referees?
	Referees contacted?
Application Approved: YES/NO	Police Check
IF NO, referred to:	Evaluation
(Volunteer agency/Melbourne City Mission)	
	Attended Induction evening?
Participant assigned: Y/N	Attended training sessions?

**INTERVIEWER SIGNATURES**

Name: \_\_\_\_\_ Signed \_\_\_\_\_ Date: \_\_\_\_\_  
 Name: \_\_\_\_\_ Signed \_\_\_\_\_ Date: \_\_\_\_\_



## Mentor interview questionnaire and checklist

### Selection Criteria

- Age: open
- Has business experience/project management experience and an interest in helping young people
- Prepared to actively and positively work with a participant and commit to a minimum of 15 hours of one-to-one contact over the program period

### Program's objectives

To encourage, foster and support young people who are unemployed, not in the labour force, or in marginal or casual employment, to pursue self-employment dreams using business training, mentoring and support.

Slingshot aims to demonstrate benefits that include:

- assisting young people to develop improved self-confidence and self-esteem;
- enabling young people to bring their ideas to fruition;
- enhancing the economic and emotional self-dependence of young people; and
- encouraging enterprising and resourceful young people to make a community contribution through developing socially useful services and products, and encouraging other young people to realise their goals through enterprise.

### Mentor's role and responsibilities

- Support the young person in their development of a self-employment pathway
- Undertake mentor training
- Liaise with Slingshot staff
- Agree sign a Slingshot code of conduct agreement form
- Agree to undertake a police check
- Support the program's objectives

## 1. PERSONAL DETAILS

Name: First \_\_\_\_\_ Last \_\_\_\_\_

Home/ Street address: \_\_\_\_\_

\_\_\_\_\_

Interviewed at: \_\_\_\_\_ Date: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Time taken: \_\_\_\_\_

## 2. CHECKLIST OF QUESTIONS

Where a potential mentor has not been personally recommended by a contact, always interview with two people. Interviewer to give brief overview of program and run through resource booklet.

- i. Why do you want to be a mentor?
- ii. What work or involvement have you had with young people?
- iii. What qualities do you think you will be able to bring to the program? (Prompt: business skills, personal skills)
- iv. How do you think you will deal with young people who don't turn up to meetings or take your advice?
- v. How would you measure success? What would it look like to you?
- vi. Do you have any preference for the type of young person you wish to mentor? (Prompt if unsure but no need to draw a firm response Eg very disadvantaged eg very motivated)
- vii. What are your time commitments and how flexible are you?
- viii. What small business would you like to manage if you had the opportunity? What is your area of interest in business/industry?

Interviewed by: \_\_\_\_\_



### Mentor Post Training Evaluation\*

\*Can be adapted for use as mentor exit form

*Mentor:*

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*Young person:*

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*Meeting date:*

*Time:*

*Location:*

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### About the relationship

1. Do you feel your relationship with the young participant is:

Not-so-good       OK       Great

Comments: \_\_\_\_\_  
\_\_\_\_\_

2. Are you both keeping your commitments to each other?

No       a bit       Yes

If not, what are the barriers?

Barriers acknowledged       Not Known

Please elaborate \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Has the young person developed a firmer concept of the business they would like to undertake, or are they still considering options?

YES: firm idea       NO many options       In between

Comments: \_\_\_\_\_  
\_\_\_\_\_

3. Has their self-employment idea changed in anyway from their original concept?

YES       NO

What is the concept now/why did it change? \_\_\_\_\_

4. What are the areas have you worked on with the young person? (Please rank from 1 to 6, with 1 being the area most time was spent on).

- Financial: records/record keeping/estimates and budget
- Marketing: promotions/marketing plan/target marketing
- Personal: relationship building/communication skill/presentation skills
- Networking; introduction/chaperoning at meetings
- Pathway planning: alternative pathways such as re-engagement with training or finding employment in the industry
- Other

Comments \_\_\_\_\_

\_\_\_\_\_

5. Where do you think you have been the most help?

\_\_\_\_\_

6. Given that the relationship is ongoing while the young person is developing their self-employment idea, where do you see yourself helping out the most in the next:

- Month \_\_\_\_\_
- 3 months \_\_\_\_\_
- 6 months \_\_\_\_\_
- 12 months \_\_\_\_\_

### Evaluation of Process

7. Is the mentoring experience what you expected? How did it differ?

\_\_\_\_\_

8. Was the five-week training adequate, or would you have liked more time:

- With the young people all together
- With the mentors only

Comments \_\_\_\_\_

\_\_\_\_\_

9. How frequently would you like mentor/young participant evenings to occur:

- On monthly basis after training
- One a bi monthly basis
- Once every quarter
- Once every six months



**Support**

10. How can the Slingshot project team better support you working with your young person?

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Other comments

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Would you mentor another Slingshot young person? Why/Why not?

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**Optional – Slingshot Mentoring Testimonial**

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## Post Pathway Planning

### Young Participant End Of Pathways Quarterly Questionnaire

Name

Date

1. How would you describe you employment/training status?

2. What employment/ training opportunities are you looking for within the next:

	<i>Self-employment</i>	<i>Work PT/Casual/FT?</i>	<i>Training PT/FT?</i>	<i>Income support</i>
0-3 months				
3-6 months				
1 years time				
3 years time				

(You can tick more than one)

3. Thinking about your goals.....

If training what course?

Does this enhance your self-employment pathway opportunity? Why/why not?

If working what job?

Does this enhance your self-employment pathway opportunity? Why/why not?

4. Do you think you will become self-employed? Will some of your money be earned though self-employment?

- Yes in 12 months
- Yes in 3 years
- Unlikely in 12 months
- Unlikely in 3 years

5. Do you have an ABN? Have you used it? Yes  No

6. Will you consider applying for NEIS :
- Yes within 3 months
  - Yes in 12 months
  - Yes in 3 years
  - Unlikely in 12 months
  - Unlikely in 3 years
  - Other (please specify timeframe)

7. What is the main reason for NOT taking up a self-employment option?

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8. Was having a mentor useful and rewarding? Very useful  Not very useful

Comments 

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9.a Have you maintained contact with the Slingshot network? Yes  No

Why/Why not? 

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9.b Would you consider attending a quarterly network meeting? Yes  No

10. On the whole how has Slingshot helped you:

	A lot	Some	Not much
Gain work skills			
Gain personal skills			
Improved you employment opportunities			

11. Other comments:

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## Mentor Survey

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

We would like to hear of any concerns, problems and good things about your mentor relationship. How are things going with your young participant, and what are your suggestions for future programs? *All thoughts and advice are welcome.*

*Any problems?*

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*Suggestions?*

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*Other concerns?*

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*Good things?*

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**Participant Information** WHAT 's this form?is it for NEIS? Needs heading

*Young participant's details*

- Please provide your name in full
- 

Title	Surname (family name)
<input type="text"/>	<input type="text"/>

First given name	Other given names
<input type="text"/>	<input type="text"/>

- What is your date of birth?
- 

- What is your home address? (Not a post office box please)

Number and street
<input type="text"/>

Suburb or town	State	Postcode
<input type="text"/>	<input type="text"/>	<input type="text"/>

Home telephone	Mobile telephone
( <input type="text"/> ) <input type="text"/>	<input type="text"/>

- What is your postal address for correspondence?  
If the same as question 3 write 'as above'

Number and street
<input type="text"/>

Suburb or town	State	Postcode
<input type="text"/>	<input type="text"/>	<input type="text"/>

- Are you an undischarged bankrupt?

No  Yes

- Have you previously received NEIS allowance?

No  please go to question 8

- Yes  Was it within the last two years?

No  please go to question 7 Yes

- Was it for a same/similar business as the proposed business in this application?  
No  Yes
- Will you be available to work full time in the business?  
No  Yes
- Provide full names of NEIS business partners other than yourself (including your spouse) applying for NEIS assistance.


- Please supply your **JobSeeker ID** number.

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*Please note this number does not end in a letter. If you do not have a Job Network card with your JobSeeker ID on it, please contact Centrelink.*

- Type of Centrelink Allowance? \_\_\_\_\_
- Which Centrelink office are you registered with? \_\_\_\_\_
- I certify that the information that I have supplied on this form is complete and correct to the best of my knowledge and I acknowledge that false information may lead to refusal, suspension or termination of NEIS assistance.

<i>Signature of applicant</i>	<i>Date</i>
	/ /

## **ELIGIBILITY CHECK To be completed by Managing Agent**

Does IES confirm basic Job Seeker eligibility (see JOP screen)?

No  Yes

Does the Job Seeker meet other participant and business eligibility criteria (listed on page 1)?

No  Yes

Name of Managing Agent and Office Location

GRAMETS (Inner & North West)
Main Office – 44 Buckley Street, Essendon

*Name and signature of Managing Agent's Officer*

Name	Signature	Date
		/ /

