



Slingshot

MENTOR GUIDE

JUNE 2004

'It's Frank's career and his future ahead of him, so it's something that we'll just take slowly and build a strong foundation — give him some independence.'

Stuart, Slingshot mentor, 2002

Table of Contents

Introduction	3
What is Slingshot?	3
Why Slingshot?	3
The Slingshot Program	5
Participants	6
Slingshot case studies	7
Mentoring	9
Who are the mentors?	9
What do mentors do?	9
Effective Mentoring	10
Mentor Training Program	12
Mentors' main tasks	13
Contact with Slingshot Project Team	13
Kick-starting the mentoring relationship	13
Using the Participants' Training Manual	14
Young Participant's Slingshot Program	15
Assistance with planning	16
Graduation and celebration	17
Mentor and participant responses	17
Mentoring bits and pieces	19
Mentor and participant agreement	19
Reimbursements	20
Confidentiality and privacy	20
Exiting the mentoring relationship prior to program completion	20
Departing mentor checklist	21
Duty of care	21
Occupational health and safety	21
Insurance	21
Grievance issues	22
Resources	24
The New Enterprise Incentive Scheme (NEIS)	25
NEIS Application Form Questions	25

Developed by the Equity Research Centre including materials developed by Donna White Consultancy.

Introduction

The Mentor Guide aims to introduce the Slingshot program and provide mentors with an understanding of the following:

- What the program is,
- How the program works,
- Who participates in the program,
- What is expected from a Slingshot mentor,
- What the mentor training includes,
- What the participant's training includes

There is also plenty of support information with suggestions as to how to gain the best from Slingshot and the mentoring relationship.

What is Slingshot?

Slingshot is designed to give young people with a business idea, between the ages of 18 and 24, the opportunity to develop a self-employment pathway. This is achieved through providing access to training, networking and mentoring. Slingshot especially aims to support those already experiencing difficulty embarking on their chosen pathway or who are struggling to maintain their commitment.

Slingshot's key aim is to have young people develop viable self-employment pathways or gain entry to the Federal government's New Enterprise Incentive Scheme (NEIS) or equivalent program. Secondary aims include finding employment, or entering some form of training or study.

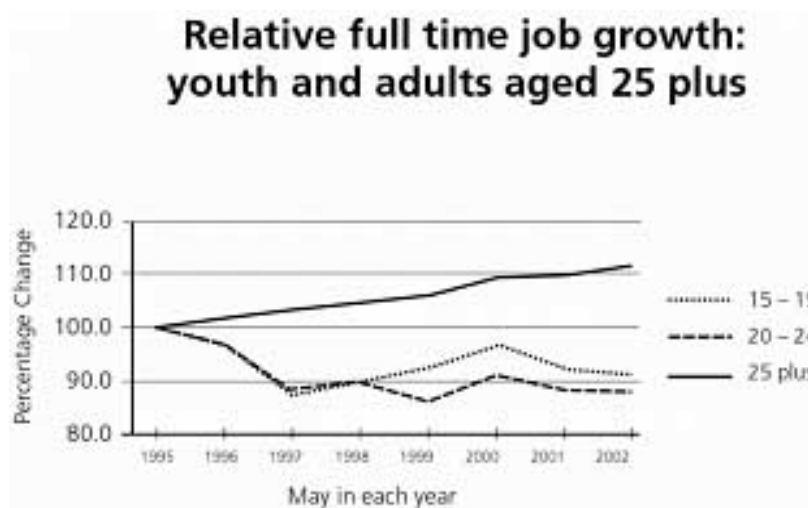
There are a number of outcomes from Slingshot that may not involve self-employment immediately but should be considered important. Participants often develop more confidence in themselves because they have developed new skills, new relationships and have had a positive experience. While they may not begin self-employment straight away this does not mean that Slingshot has had no impact on them.

Slingshot also provides access to financial support programs for business start-up purposes

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 overall employment opportunities increasing by 13%, the number of full-time jobs held by teenagers fell by 49%.



Source: Labour Force Australia, May for specified years, ABS Catalogue No 6203.0

Although it can be argued that there is support for young people to enter the workplace and become self-employed, the main federally funded self-employment program, New Employment Incentive Scheme (NEIS) does not sufficiently focus on the needs and potential of young people between the ages of 18 – 24. These young people are not as inclined to consider self-employment as a viable career option due to inexperience, lack of skills and confidence. Being self-employed often requires a significant network of peers and resources to draw on. Young people typically do not have access to these resources or do not have work experience to have developed a business network.

A specifically targeted and tailored program was needed, one that understood issues faced by young people particularly around self-employment and that offered concrete support and training to reduce barriers to a self-employment pathway. ***Slingshot is that program!***

The first Slingshot program ran in May 2001 and was deemed extremely successful with 75% of participants becoming either self-employed or finding employment, or entering some form of training or study. There were also some unexpected successes on a personal development level. Participants reported more self-confidence and a greater clarity as to what they wanted out of a career and employment.

Slingshot's success is achieved through the development of an individually created pathway program that provides training, and capitalises on the expertise and goodwill of businesses, government, educators and the community.

The Slingshot Program

‘If I hadn’t have done Slingshot I would have walked out of NEIS.’

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 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 Certificate IV of Small Business Management. This training runs over eight weeks, three days a week. Young people are trained together 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 you will attend. These two-hour sessions, facilitated by a mentor trainer, are held once a week for six weeks. The first and fourth of these training nights are for the mentors alone with the earlier session used to introduce you to the program and the challenges you may face, and the later one to debrief about how your 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 you with a young person before the program begins. You 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 a local chamber of commerce.

In her 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. She links each young person with services she believes 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.

The Sling shot program includes:

<i>Case Management</i>	<ul style="list-style-type: none"> • Individual needs assessment • Induction • Enrolment • Pathway development support
<i>The 8-10 week Accredited Training module in Certificate IV Small Business Management.</i>	<ul style="list-style-type: none"> • Pathway planning • Assistance for NEIS application • Networking events • Business skills training • Business panel review sessions
<i>Mentoring</i>	<ul style="list-style-type: none"> • Allocated individual mentor • Guest speakers • Work shadowing opportunities • Individual assessment
<i>12 months ongoing support</i>	<ul style="list-style-type: none"> • Literacy & numeracy support • Individual case management support • Pathway tracking

Participants

Participants are between the ages of 18 and 24 and from diverse educational, employment and cultural backgrounds. Sling shot targets disadvantaged young people who have an interest in self-employment.

They might be

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

There are a number of disadvantages affecting participants. These include

- Homelessness or unsupportive environment (living in supported/temporary accommodation),
- Estranged from family,
- Health issues,
- Lack of parental/family support,
- Financial hardship,
- Emotional disadvantage – low self-esteem,
- Negative experience of learning and training,
- Limited literacy and numeracy skills,
- Inappropriate or limited welfare assistance

Slingshot case studies

Liza, 22 yrs, screen-printing business

‘The Slingshot staff would do anything to see you succeed’

In 2001 Liza was unemployed and had been thinking about starting her own screen-printing business for some time. Liza applied for the NEIS program but as she didn't have the business idea fully formed or the necessary experience she was not eligible for NEIS. She heard about Slingshot through her Job Network. Liza said she thought, *“Slingshot would be a good pre-NEIS opportunity”*. Liza said she has always had a good attitude about her future and a good work ethic but she thought that people weren't interested in helping young people start businesses so she never tried to start a business before. She really didn't think anyone would take her idea seriously. Slingshot gave her an opportunity to meet many people who took her idea seriously.

Liza found very supportive staff, mentors and trainers in the Slingshot program. *“The Slingshot staff would do anything to see you succeed”*. Liza thinks the one-to-one mentoring was really useful. She had a dedicated mentor to ask questions and get advice from. But her mentor was quite far away from where she lived and she found it difficult to meet her, which she would have liked to have done more often. Also Liza would have liked a mentor who was involved in the same industry as her for more specific guidance.

While Liza was already prepared for the hard work, she was able to understand about her strengths and weaknesses from the personal development sessions of the Slingshot Program and look at how she can apply this to self-employment.

Liza made some really good friends; she liked the friendly environment Slingshot made for everyone. Liza developed a good network of people through Slingshot and understands the importance of maintaining it and keeping in touch with her contacts. Much of the business she is getting now is through her network.

Liza successfully completed the NEIS program and her screen-printing and business is developing. She is also moving into design and had enough skills to incorporate this part into her business.

Liza has a part time job to ensure a steady income but hopes in the future that she will be able to work full time on her business.

Duong was 24, Internet access centre

‘My mentor has really helped me develop my business idea and gives me good advice and encouragement.’

Duong was working as a waiter when he heard about Slingshot in 2003. He had been thinking about setting up a computer centre for the people in the high-rise housing estate where he lives to provide cheap access to computers and the Internet. He said “many of my friends have no where to go to surf the Internet, especially to look for jobs. And they have no where to write an application for a job”. Duong aims to start a not-for-profit business to service his estate.

Duong knew he should learn about starting a business first before he tried to start the computer centre. He looked into doing a two-year business course but couldn't wait that long. He saw a poster about Slingshot and after looking into the program he saw that Slingshot could teach him enough about starting a business in a few months.

Duong found the classes on taxation, financial management and preparing for losing your business really interesting and a good reminder of the reality of starting a business. Duong really liked hearing from the guest speakers. They had lots of good information and advice. At first Duong wasn't sure if he could trust his mentor but now says, “I am glad my mentor was persistent and was patient with me. My mentor has really helped me develop my business idea and gives me good advice and encouragement. We still see each other every week, which is important because I get frustrated about still not having my business started. I have some family problems as well so he makes sure me and my family are okay”.

Duong also enjoyed meeting other participants. He is still in touch with some of them and gets advice from them. He thinks Slingshot staff make the program friendly and relaxed. With the help of his mentor and Slingshot staff he has put his business plan proposal to a few grant agencies and his local government.

“Everyone thinks my business plan is good, so hopefully one day soon I'll have enough money for it.”

Mentoring

As a Slingshot mentor, you will be key to the success of the mentoring component of the Slingshot program. This component engages the young person in a relationship that provides them with practical business support, tailored to the individual. This support ranges from helping them develop their business idea to advising them on their business plan. The mentor assists the participant to develop a pathway plan, advising and listening to their ideas. The mentor also supports the young person through providing encouragement and through having a genuine interest in seeing them succeed. Your role will include helping them expand their business networks by introducing them to your business contacts. Remember that all the current Slingshot participants will be at the mentor training sessions, and you will have a chance to talk to all of them. You may be sought out to give specialist advice to one or more other participants.

Wherever possible, mentors are matched to the participants by the particular area or industry of interest.

It is important to remember that while you are there to support and advise the young person you are mentoring, their success is ultimately in their hands, and you should not take on responsibility for their successes or failures. If the young person decides that they are no longer interested in self-employment, do not be disappointed or interpret this as a failure on your part. The Slingshot program encourages decision-making and young people's choices should be supported.

Who are the mentors?

Slingshot mentors come from a range of professions, and industries. They include self-employed consultants, people who own or have retired from running small businesses, and people from large commercial enterprises. They often have a wealth of experience and knowledge in self-employment and running business. All Slingshot mentors are volunteers, like yourself, who want to share their expertise with their community and, particularly, with young people.

What do mentors do?

The Slingshot mentor listens to, encourages and advocates for the participant. They are there to advise the participant, but not to make decisions for them or to tell them what to do. This facilitated forum supports mentors and participants to build a trusting relationship that can continue after training is completed.

Often mentoring is about assisting and supporting the young person to think through their options in relation to setting up their small business, but may extend to advice on finding employment or enrolling in further training.

Many of the participants enrolled in Slingshot will not go on to establish a business in the short term. Some young people continue to pursue self-employment as a long-term goal, for example, they will look for employment to ensure an income, but undertake part-time self-employment. Some will decide to re-enter education or training, while others will return to the job market.

Some may take the lessons and apply them later in life. Whatever choices the participants ultimately make, the mentor's role is to help guide them in thinking through these options.

Effective Mentoring Mentors need to have the following skills or interest are as:

- Want to give back 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,
- Are moral, just and fair people.

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.

Sling shot undertake s:

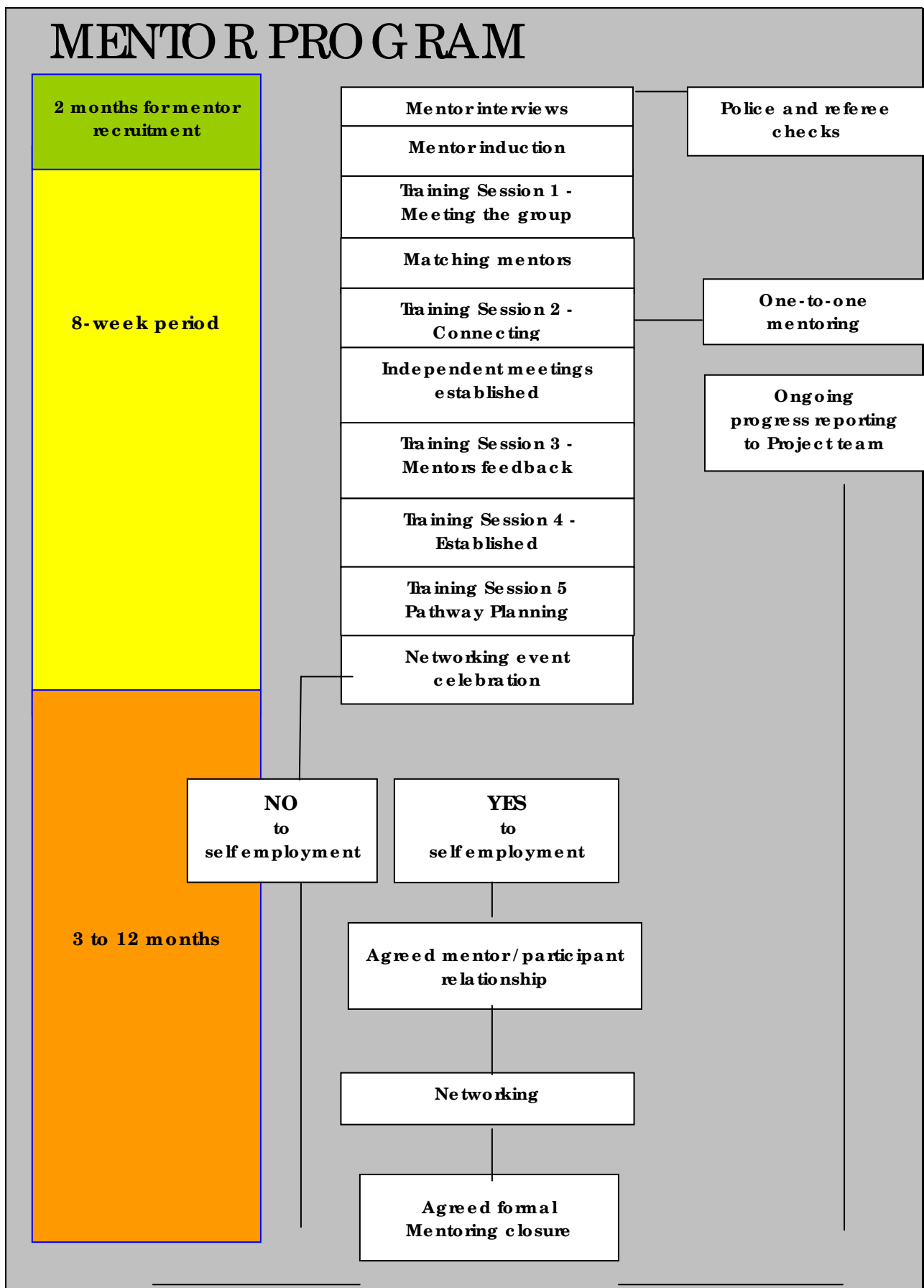
- To give you a clear explanation of your role and key tasks,
- To ensure there is a person to whom you can turn to for advice and support,
- To keep you informed of developments within Sling shot that may affect you,
- To provide access to appropriate training,
- To pay out of pocket expenses of up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

Sling shot require s mentors:

- To be committed to the aims of Sling shot,
- To conduct themselves in line with Sling shot 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 Sling shot code of conduct agreement form,
- Agree to undertake a police check.

In addition, a Sling shot mentor should:

- Make mutually acceptable contact arrangements with the participant they will be mentoring,
- Encourage the participant to commit to these contact sessions,
- Inform their own co-workers and family about their role as a Sling shot mentor, and that calls from their participant are important.



Mentor Training Program

To assist the mentors in fulfilling their role successfully, a training program has been devised. All Slingshot mentors and participants are required to attend this training program. Something about Mentors and young people both need to learn about the structure of the mentoring relationship.

The mentor training sessions focus on building and consolidating a positive mentoring relationship with the young person you have been matched with. The sessions are designed to introduce the mentor to the Slingshot program, train and develop mentoring skills, define their own working parameters and provide a forum for networking and ongoing mentor support.

Table: Outline of Mentor training sessions

<i>Week</i>	<i>Participants</i>	<i>Session No.</i>	<i>Topics</i>
First Meeting	Mentors	Induction	(Meeting happens about week two of training) <ul style="list-style-type: none"> • Roles and responsibilities of mentors • Characteristics of effective mentors • Good practices for participants
3	Mentors & participants	One	<ul style="list-style-type: none"> • Roles and responsibilities of mentors • Characteristics of effective mentors • Good practices for participants
4	Mentors & participants	Two	<ul style="list-style-type: none"> • Building relationships • Cultural and youth issues • Listening skills practice
5	Mentors only	Three	<ul style="list-style-type: none"> • Debriefing – how is the relationship developing? • Coaching skills • Setting goals
7	Mentors & participants	Four	<ul style="list-style-type: none"> • Phases in mentoring • Setting boundaries • Networking • Challenges facing the mentor
8	Mentors & participants	Five	<ul style="list-style-type: none"> • Ongoing skills development • Managing conflict • Pathway planning

Further, mentor training helps establish trust, build a positive group dynamic, broaden networks and provide a shared learning experience while developing your interpersonal skills.

These sessions establish a platform of agreed behaviours and best practices. The young people need to feel supported and acknowledged when they bring issues or problems to the mentoring meetings. You may be required to assist the young people with management procedures or financial considerations, or with specific skills such as bookkeeping. If the relationship becomes strong, you may become a ‘significant other’ in the life of the young person – an important role to live up to.

The bulk of the time commitment occurs at the commencement of the program. To avoid timetabling issues, it is encouraged that you schedule meeting dates at the beginning of the relationship. Also ensure that you exchange contact details with the young person.

Mentors' main tasks

- Assist with goal setting — helping the participant to target what they might like to have achieved in three, six or twelve months,
- Reaffirming initial start up costs and audit skills/recourses/development etc,
- Help prioritise/refine/edit and personalise the participants business plan,
- Help identify any problems encountered while undertaking the training i.e. book-keeping or record keeping skills that still need development,
- Encourage the participant to undertake market research. Have them visit a competitor or do an Internet search,
- Can also accompany the participant to meetings (often necessary at an advanced stage of the training process).

Contact with Slingshot Project Team

Regular communication between the mentor and the Slingshot team should occur through meetings and other types of communication.

This contact includes:

- Interview, processing of relevant police checks and referee comments,
- Written confirmation of acceptance to the program,
- Induction and training,
- Signing of the *Mentor and participant Agreement* form between the participant and mentor (This may happen at a later date when the relationship has developed further),
- When the Slingshot team want to gain feedback and address any concerns,
- 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.

Kick-starting the mentoring relationship

“Building a relationship was something we worked on to start with, before we even discussed the business,” Slingshot mentor, Stuart.

The mentor may like to invite the participant to their place of work. This is a good icebreaker and demonstrates trust and an interest in being involved with the participant. Other options include a café or the offices of the participating Slingshot training body.

The first meeting takes place in the week (session three) the mentor and participant are matched.

First meeting - ideas for discussion

Building trust and a dialogue is the aim of the first meeting. During this first meeting the mentor should explore the participant's ideas and self-employment aspirations. From the mentor training session the mentor will be familiar with some of the general aspirations and self-employment ideas discussed, but this one-on-one meeting is the opportunity to discover more about the participant.

If the mentor did not attend the initial mentor training session, use the first meeting to explore the participant's ideas and share details about your background.

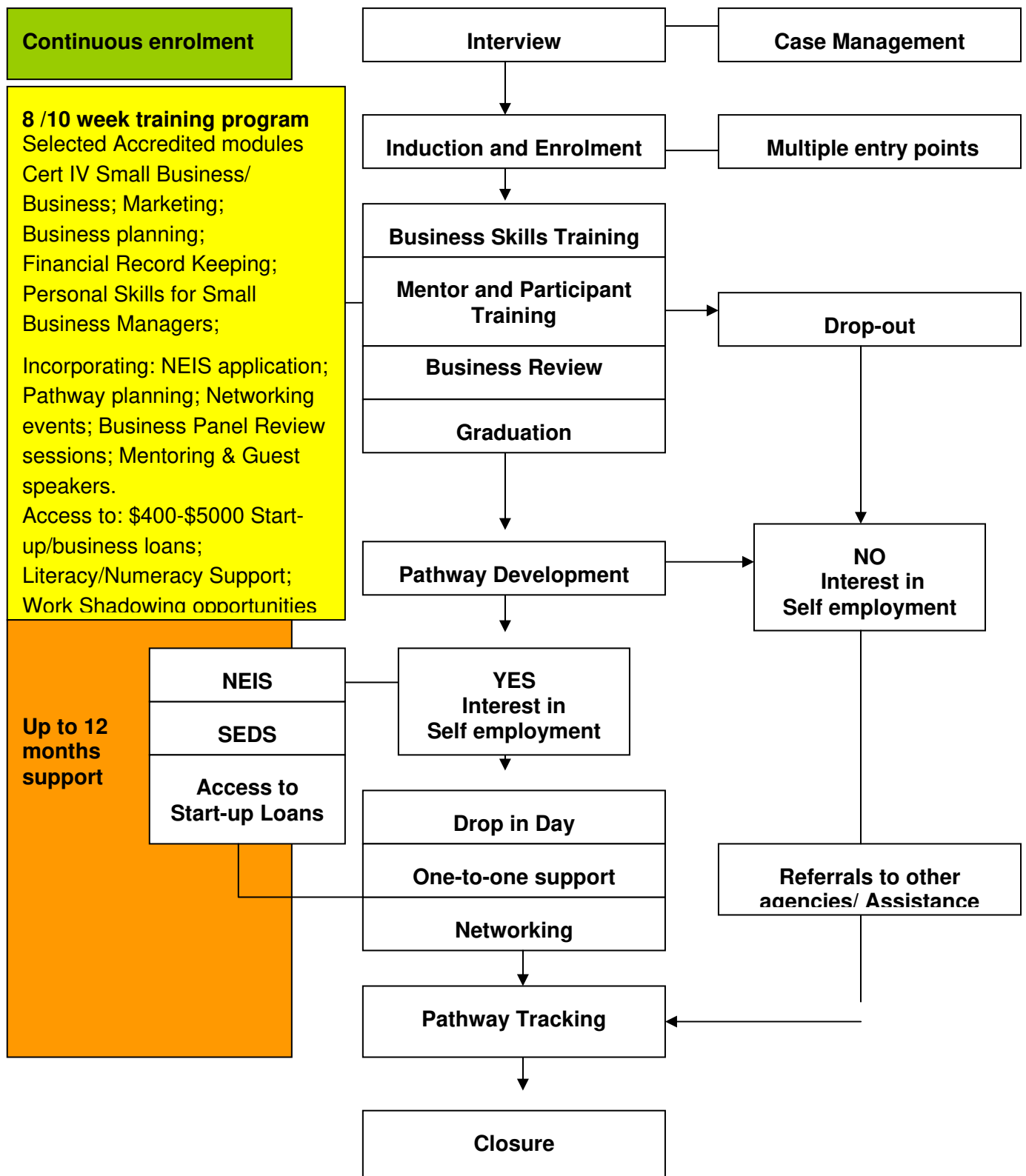
Should the mentor require information about setting up for self-employment, the NEIS application answers basic questions about running a business.

Using the Participants' Training Manual

You will receive a copy of the young person's Slingshot guide. An overview of the young person's program is outlined in the flow chart below. You will also receive more details about their training schedule from Slingshot staff, after it has been negotiated with the training provider.

Knowing where the young people are up to in their training can help you to help them with thinking about the training material, and it can also provide an icebreaker.

Young Participant's Sling shot Program



Assistance with planning

Mentors might find working with their young person to develop and follow their own action plan is an advantage. Both long and short-term goal setting can be thought about in terms of time lines.

Action plan (example)

Objective	Strategy	Outcome	Person responsible	Budget
Find Work premises	Look in local newspapers and register with local real estate firms.	Premises sought	Me	?
AA	Get references organised	Paperwork organised	Me and referees	Nil
AA	Attend local networks and send the word out that I am looking for a medium sized workroom			

Time line (example)

Tasks	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Find Premises:						√						
• Organise references												
• Source funding												
• Register w Real Estate												
• Looking for rooms												

Graduation and celebration

At the conclusion of the participant's training, a graduation and celebration occurs. Participants look forward to involving the mentors in this event. The continuing relationship between mentor and participant now depends upon the participant's chosen pathway and the mentor's time and other commitments.

If the participant decides to seek employment and/or re-enter training, it is usually appropriate to end the mentoring relationship. If the participant decides to follow their business idea into self-employment pathway, further support and encouragement from the mentor for another 3 – 8 months can really be valuable and constructive. Obviously it depends on prior commitments and time the mentor may have.

Beyond the Slingshot program, the mentor relationship could continue in an informal way through network meetings or by email.

Mentor and participant responses

Following are some responses to the Slingshot program from past participants.

What was your purpose in attending this training?

- I wanted to have a mentor who I can learn from and make business solutions with,
- Give something back, honing skills, working in a group with other mentors and the young people; self-fulfilment,
- To obtain contacts and learning the financial/management aspects of business,

How well did the training satisfy this purpose?

- It worked well, but I think the mentor sessions could have been more regular,
- Very well - the interaction, hearing others was great. Gave me time to think about new ideas,
- The training satisfied all of my expectations,
- Great step by step help in starting the process

What were the most useful parts of the program?

- Talking about each other's lives (personal) and business. Constructive thoughts,
- The networking and financial aspects, promotion, marketing aspects,
- Meeting with the young people, understanding their needs. Ditto for mentors,
- Improving listening and communicating skills with young people

What were the least useful parts of the program?

- Not seeing them enough, this makes us lose the flow, and the connection,
- I would like it if we got up and went somewhere together more (outdoors),
- Some of the info on mentoring was a bit trite/basic

What actions will you take as a result of this training?

- Take advice, and follow through; keep regular contact; take steps towards success
- Look for ways to use new learnings; think about what I've learnt - REFLECT
- Be available for my participant, contact him more
- Think broader about ways I can help my participant

What further help are you interested in?

- Lots of contact with many mentors
- The financial management/marketing aspects
- Network ways with others as support for my role

Mentoring bits and pieces

Mentor and participant agreement

Mentor and participant agreement

The mentor agrees where possible to:

- Make available contact details as agreed,
- Take the lead in establishing regular contact,
- Visit the 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 participant develop their ideas,
- Assist the young participant in thinking through the NEIS questions,
- Seek help from the Slingshot team if the person has a problem beyond the expertise of the mentor, or the mentor needs assistance with time/resources,
- Encourage the participant to keep abreast of market trends and corporate news,
- Keep any information about the participant and business strictly confidential (between mentor, participant and project team) unless specifically agreed with by the participant.

The young participant agrees where 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, telephone number etc,

Mentor name _____ Date _____

Signature _____ Contact number _____

Participant name _____ Date _____

Signature _____ Contact number _____

Please sign and keep a copy.

Footnote: 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 participant, 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.

Reimbursements

Mentors are volunteers, however there are funds to reimburse travel expenses up to the cost of \$120. Other expenses might be covered provided prior consultation and agreement are made with the Slingshot team.

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 circumstances might be placing the participant at risk, then referral to the appropriate service through the Slingshot team should occur.
- Commercial ideas developed by the participant 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 Slingshot team 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 Slingshot team.

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 Slingshot team of the participant's progress to date, by completing a final contact form.

The program is as effective as you make it, so as much information about your reasons for departing will assist in future program development. You may also wish to remain involved in Slingshot in some other capacity and this can be discussed with the Slingshot.

Departing mentor checklist

As a departing Slingshot mentor, have you:

<i>Have you:</i>	<i>Check</i>
• Given at least one week's notice,	
• Returned all records relating to participant to the Slingshot project 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 and attended an exit interview with Slingshot,	
• 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 and participants are expected to take steps to avoid the risk of injury, to themselves and the participants.

Occupational health and safety

The Slingshot program aims to achieve the highest possible standards of health, safety and wellbeing of employees, visitors, mentors and participants. Slingshot seeks the cooperation and support of all mentors in realising this aim. Mentors 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

See agency insurance policy.

Grievance issues

Grievance procedure: Summary information

Our philosophy is to recognise the rights of mentors to raise complaints about Sling shot services and to have them dealt with fully, fairly and within a reasonable time frame. Specifically while receiving Sling shot services mentors 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.****

Sling shot Complaint Form

(The client and the person officially receiving the complaint must fill this out)

Initial complaint

Client Details

Advocate Details

2. ***What is the complaint?***
3. ***Are there any other pertinent issues to be noted?***
4. ***What is the remedy sought?***
5. ***What is the agreed course of action?***
6. ***Client's consent***

In signing this you are stating that the information contained in this form, is to the best of your knowledge, true and correct and that you are giving consent for Melbourne City mission to investigate your complaint.

Client's signature : Name (Print)

Receiver's signature : Name (Print)

4. ***Action taken***

DATE

PERSON'S CONTACTED

DETAILS

The client will receive copies of all action taken.

5. ***Resolution***

Resolution considered satisfactory / not satisfactory by client

Client's Signature :

6. *Higher investigation request*

In line with Melbourne Citymission Client Grievance Policy, I request a higher-level investigation of my complaint listed above.

Client's Signature :

Receiver's Signature :

Date :

7. *Referral to avenues external to Melbourne Citymission (for complaints dealt with at the CEO level)*

I have been advised of and referred to the following bodies, etc - followed by signatures of client, CEO and Witness.

Resources

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

The New Enterprise Incentive Scheme (NEIS)

Sling shot training is designed to complement *not* replicate NEIS. Sling shot complements the NEIS by starting participants on Certificate IV and concentrating on researching business opportunities and marketing. In this way Sling shot 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 Sling shot program is to prepare a successful NEIS application. (There is always the possibility that the participant 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 young participant has done the necessary ground work 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 young participant in filling out the form accurately.
- Visit the NEIS Website at 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 your 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 e.g. 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 your 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 licence/ 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?

.....