



Tyne and Wear Fire and Rescue Service

Creating the Safest Community



Mentoring Programme

Contents

Overview of Programme	3
Programme of Objectives	4
Roles and Responsibilities	5
Benefits of a Mentoring Relationship	7
Program Documents and Resources	9
Matching Mentors and Mentees	12
Mentor Profile	13
Mentee Profile	14
Mentoring Agreement	15
In-Programme Evaluation	16
End of Programme Evaluation	17
Programme Reflections	18

Overview

As part of TWFRS commitment to enabling continuous improvement through an intelligence led approach, personal leadership and accountability our organisation wide mentoring programme has been developed.

The TWFRS mentoring program will accomplish the following:

- Develop professional relationships within the organisation to address the services need for current and future leaders who are adaptable; inspired, motivated, trusted and can guide others to produce tangible results through providing positive and developmental feedback.
- Increase the workforce perception that the mentoring programme supports positive, career development and lifelong learning experiences.
- Support the development of Leadership behaviours as outlined in the Leadership Bond

TWFRS is committed to introducing and support mentoring as a key leadership practice for developing its workforce, inspiring, motivating and developing leaders as well as embracing the services core values. This will help to create and maintain the culture described in the Leadership Bond. The programme will link to the already established Girls Network mentoring programme which some of our employees currently support.

This document outlines the programme, roles and responsibilities of those involved and key documentation to support the programme's effectiveness.

Programme Objectives

The TWFRS Mentoring Program will help support the following outcomes of the OD Strategy:

Staff – Valuing our contribution to the organisation

Style – Understanding our behaviours and style

Shared Vision and Values – creating our culture

Skills – planning for future skills requirements

It will enable continuous improvement through the retention, engagement and development of an innovative and empowered workforce. The programme will achieve its goals by:

- Supporting new recruits, apprentices and all employees in understanding TWFRS values, vision, mission, culture and behaviours.
- Providing a forum for successful, experienced and highly competent people to share their knowledge and expertise with others looking to acquire and develop specific skills.
- Identifying, communicating and demonstrating the values, vision, and behaviours that will drive positive cultural change and continue the development of the organisation.
- Enabling people to plan, develop, grow, and manage their careers. Mentoring also helps employees become resilient in times of change, more self-reliant in their careers, and more responsible as self-directed learners.
- Encourage the development of and embed the leadership behaviours as set out in the Leadership Bond.
- Engaging effectively and showing employees that they are valued and that TWFRS future includes them.

Roles and Responsibilities

The TWFRS Mentoring programme will be overseen by the Learning and Organisational Development department.

The strength of any effective mentoring programme is the relationship developed over time between Mentor and Mentee and the positive impact this relationship has on individual performance and development. This focus is at the heart of the TWFRS Mentoring Programme and individuals are empowered to make independent decisions regarding how often they meet, location and the duration of meetings.

Everyone involved should be fully committed to the programme and any business commitments and needs will be considered first and prioritised when arranging meetings with your mentor/mentee. TWFRS empowers its people to make responsible decisions that will support their own professional development and encourages a culture of continuous learning and improvement.

Mentee

Actively lead and participate in developing an effective and meaningful relationship with their mentor and be open to developing new behaviours in line with the organisations values and culture. A TWFRS mentee will:

- *Meet and engage with mentor routinely*
- *Be committed to self-development, assuming responsibility for acquiring/improving skills or knowledge*
- *Be open and honest on goals, expectations, challenges and concerns*
- *Be receptive to positive and developmental feedback*
- *Stay accessible, committed and engaged during the length of the programme*

Mentor

Develop and nurture an effective mentoring relationship that promotes and develops the values and behaviours of TWFRS. A TWFRS mentor will:

- *Meet routinely with mentee*
- *Actively listen, provide advice, guidance, and feedback*
- *Share experiences and expertise as appropriate*
- *Act as a sounding board for ideas and action plans, offer encouragement and be positive*
- *Stay accessible, committed and engaged during the length of the programme*

Learning and Organisational Development

Oversee the development, implementation and evaluation of the Mentoring Programme, which includes:

- *Review and evaluate participants progress*
- *Provide support and guidance on all aspects of the programme*
- *Develop and co-ordinate all associated paperwork*
- *Manage relationships and co-ordinate the application and matching process*

Mentor and Mentee

To maximise the outcome of this experience and to ensure that both parties derive value from the time they dedicate to the programme it is recommended that a minimum of 2 hours per month be devoted. This can be made up of a number of short conversations or one session as agreed by both Mentor and Mentee.

A formal mentoring relationship typically lasts for approximately six months. However, quite often mentoring relationships can develop into long term professional relationships. The frequency, timings and duration of meetings is the joint responsibility of the mentor and mentee and is to be managed by them accordingly, taking into account day to day and operational commitments, e.g. responding to fire calls

Benefits of a Mentoring Relationship

Mentoring is a special partnership between two people based on a commitment to the mentoring process, clear expectations, focus, trust and mutual respect. It is expected that both the mentor and the mentee give and grow within the process, establishing valuable connections with people within the organisation, transferring knowledge and supporting development.

Success and the realisation of benefits of the programme will depend on clearly defined roles and expectations in addition to the participants awareness of the benefits of being involved in the programme. Some of the (but not limited to) potential benefits are set out below:

Benefits for the Mentee

- Gain sharper focus on what is needed to grow personally and professionally
- Further awareness / development of requirements as a professional in a higher level position
- Develop awareness of how they fit into strategic priorities and recognise how they contribute to the organisations overall objectives
- Supports individual career development
- Receives encouragement and support to explore ideas in a trusting environment, with honest and impartial feedback
- Demonstrates strengths and explores potential
- Increases personal learning and receives greater organisational exposure
- Improves confidence and ability to express expectations, goals and concerns, outside of the mentoring relationship
- Develops deeper knowledge of organisational culture

Benefits for the Mentor

- Feeling of empowerment as a result of being able to share experiences and knowledge

- Obtains a greater understanding of the barriers/issues in different areas and at different levels of the organisation
- Enhances skills in listening, questioning and providing advice and guidance
- Develops and practices a personal approach to leadership

Benefits for TWFRS

- Supporting employee retention and engagement and reducing turnover costs
- Improved productivity, motivation and morale
- Widening personal perspectives by breaking down the "silo" mentality that can hinder cooperation amongst other areas of the service.
- Valuable knowledge is shared and applied enabling experience and wisdom to be retained for the benefit of all of our employees.
- Enhancing professional development
- Using our own employees, as internal experts for professional development
- Developing a culturally aware workforce by creating relationships among diverse groups of employees with different backgrounds, skills and experience

Program Documents and Resources

The following documents will be provided to support a smooth process for potential mentees and mentors, to evaluate and continuously improve the mentoring program:

Initial Application

Mentees and mentors must apply to participate in the programme by completing an application, this must be agreed with their line manager as part of a PDR / performance and development conversation. The application will be submitted electronically to L & OD department.

Mentoring Agreement

This agreement will be made between the mentor and mentee and outline their commitment to the programme. It sets out a minimum number of meetings and establishes how and when they will meet.

Evaluation

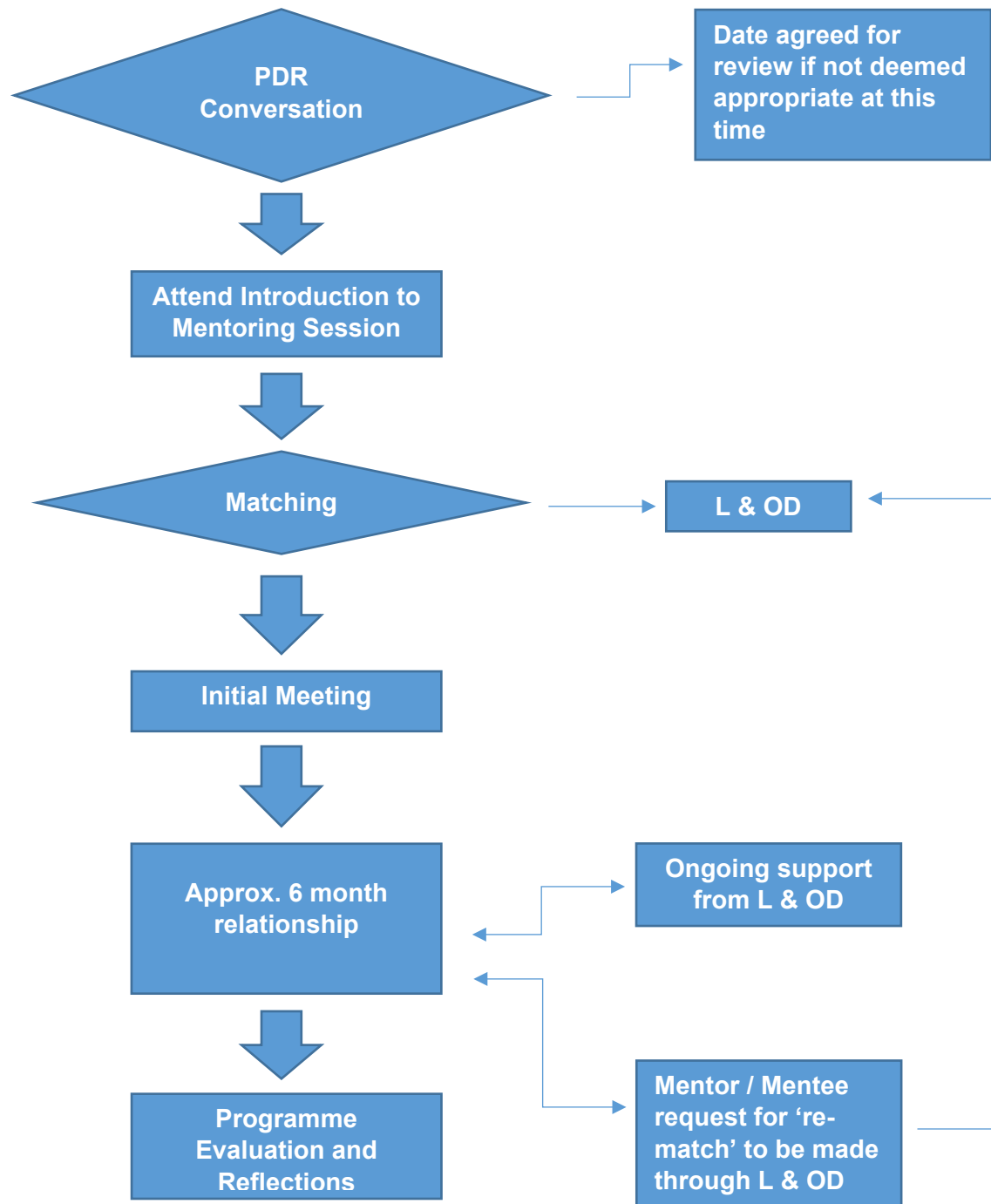
At the suitable point in the programme (approx. three months in) and at the end, both mentors and mentees will be asked to evaluate the programme. Their input will help make any necessary adjustments to ensure the programme is effective.

Awareness sessions will be provided for mentors and mentees before commencement on the programme. A member of the L & OD team will always be available to discuss confidentially any issues or concerns.

Resources will be made available on the intranet to support the mentor / mentee relationships and relevant updated information will be shared on an ongoing basis. This could include in-house learning tools and opportunities, webinars, online training, workshops or guest speakers as well as links to external resources.

A rewarding experience for mentees will develop skills in them that will encourage them to recommend and promote the programme and also look to become mentors themselves at some point in the future.

Programme Overview (flow chart)



Matching Mentors and Mentees

It is important to match a mentee with a mentor based on identified development needs and strengths, also ensuring that both parties are accessible and available. A major part of the programme is frequent and informal opportunities to communicate alongside the more structured and planned monthly meetings.

During the matching process the information required will include:

- *Key objectives identified by mentee*
- *Mentees identified areas for development and growth*
- *Mentees preference for the kind of mentor they would like*
- *Mentees and mentors work location*
- *Mentor's skills, strengths and personal attributes*
- *Interests, passions and experience*
- *Length of service and career history*

Learning and Organisational Development will be responsible for the matching process. Any indication by either party that the relationship between Mentor and Mentee is not working will be treated in confidence and explored by the Programme Manager. A new match will be made where possible and the new mentor and mentee relationship will commence.

Mentor Profile

Name

Position

Work Location

As a Mentor I can provide...

To support the matching process we ask that you provide an honest profile of yourself. Please include as much relevant information as possible that will help us to make meaningful and effective match. This should include:

Professional Experience / Career History

Key Skills, Qualities & Strengths

What I feel I can offer in my role as Mentor

Mentee Profile

Name

Position

Work Location

As a Mentee I am looking for...

To support the matching process we ask that you provide an outline of what you are looking for in a Mentor. Please include as much relevant information as possible that will help us to make meaningful and effective match. This should include:

Identified Development Needs

Key Skills, Experience & Knowledge Required from a Mentor

Mentoring Agreement

We are both voluntarily entering into this Mentoring partnership. We wish this to be a rewarding experience, spending most of our time discussing developmental activities. Discussion is to remain confidential unless agreed by both parties.

The mentoring relationship will last for approximately 6 months. This period will be evaluated at a suitable point and will end by amicable agreement once we have achieved as much as possible.

We will meet at least once every month. Meeting times, once agreed, should not be cancelled unless this is unavoidable and it is encouraged that contact be made between meetings where reasonable. At the end of each meeting we will agree a date for the next meeting.

Each meeting will be arranged at a mutually convenient time and location.

The aim of the partnership is to discuss and make progress against the following identified development needs:

- a)
- b)
- c)

We agree that the role of the mentor is to:

We agree that the role of the mentee is to:

Mentor's signature:

Mentee's signature:

Date for In-Programme Review:

In-Programme Evaluation

This evaluation will be administered by L&OD

	Completely Disagree	Partially disagree	Agree	Strongly agree
My mentor is accessible and available.				
My mentor communicates regularly with me.				
My mentor supports me to achieve my objectives				
My mentor is effectively developing and improving my work performance.				
My mentor is assisting me to resolve a particular objective.				
My mentor demonstrates a reasonable interest and engages with me effectively				
My mentor's behaviour and attitude is professional and supportive				
My mentor is proving an asset and a benefit to me.				
I anticipate success in achieving my objectives / goals with my particular mentor				
I believe that my mentor has the required skills and experience to support me in achieving my objectives				

End of Programme Evaluation

This evaluation will be administered by L&OD

	Completely Disagree	Partially disagree	Agree	Strongly agree
My mentor was accessible and available.				
My mentor communicated regularly with me.				
My mentor supported me to achieve my objectives				
My mentor has effectively developed and improved my work performance.				
My mentor was able to resolve a particular matter.				
My mentor demonstrated a reasonable interest and engaged with me effectively				
My mentor's behaviour and attitude was professional and supportive				
Overall, my mentor was an asset and a benefit to me.				
I anticipate an extended future relationship.				
I would recommend the programme to others				

Programme Reflections

This will be administered by L&OD in order to support the demonstration of learning and the value of the mentoring relationship. We may also use this to support future communications about the programme, but will seek permission first

Mentee

Mentor

[Type here]



Changes or recommendations for the future development of the programme

Signatures

Mentor	Date
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Mentee	Date
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