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| **Mentoring Programme**  **Notice:**  This document has been made available through the Police Service of Scotland Freedom of Information Publication Scheme. It should not be utilised as guidance or instruction by any police officer or employee as it may have been redacted due to legal exemptions. | |
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# Overview

## What is this about?

### Mentoring is about helping people to develop more effectively. At work, a mentoring relationship tends to be when a more experienced colleague shares their knowledge to support the development of their mentee, and increase their confidence.

### We have developed the mentoring programme as a tool to assist you in your personal and professional development. The information here will tell you about the programme and will explain the process if you want to be involved.

## Who is this for?

### This is for officers, authority/police staff and special constables. To avoid the potential for conflicting priorities, the mentoring programme is not available to probationary constables.

## Key information

* We recognise that mentoring can have a positive impact on both the organisation and our officers and staff.
* Our mentoring programme supports anyone wanting to take ownership of their own development, and we can tailor it to meet individual needs.
* A mentoring relationship will generally last between six and 12 months, but it can continue beyond this if there are benefits in extending the relationship.
* It is important that mentors and mentees register with the programme. This lets us effectively manage, monitor and evaluate mentoring throughout the organisation, and limit the potential for a conflict of interest.
* We fully support the mentoring programme, so will agree to mentoring sessions taking place during working hours where this is reasonable, and does not have a negative effect on day-to-day organisational activities and responsibilities.
* When we know, or we could reasonably expect to know, that someone has a disability we will make reasonable adjustments to support access to the mentoring programme.
* The use and sharing of information and documentation during the mentoring programme must be in line with guidance outlined in the Information Security SOP and Handbook. Individuals should be particularly mindful of this if they are matched with a mentor or mentee outside Police Scotland and ensure that any details or information they provide are appropriate for sharing with other organisations.
* Divisional Champions or the Leadership and Talent team can help anyone who wants to tell us they have a disability by following the Disability in Employment procedure.

# Officer/Staff

## What you need to do:

* Familiarise yourself with the mentoring programme, and decide if you have the drive to dedicate time to it.
* Talk about your interest in the programme with your manager before you apply.
* Complete the Moodle mentoring module before your first meeting.
* Ensure that any information shared during the course of the mentoring program is

## What is mentoring?

### Mentoring is a relationship that allows one person to share their knowledge and experience to help their colleagues to progress in their life and work.

### A mentoring relationship is a way of passing on good practice so that the benefits of this experience can be widely spread throughout the organisation. Mentors can also often be a mentee; the two are not mutually exclusive however, it is not possible to undertake both roles at the same time.

### Mentoring is about motivating and empowering the mentee to identify their goals and perceived barriers to achieving these. The mentor will help the mentee to find ways of reaching these goals, or ways to overcome the barriers.

### Mentoring is not a way of getting general career advice that is unrelated to a specific aim or development area. It is also not the place for raising particular issues about a manager, a substitute for a training course, or an excuse for colleagues to meet for an informal chat.

## When to think about mentoring and the benefits you can gain

### When thinking about your development, you or your manager might identify the mentoring programme as a way to support you to achieve your goals. Remember that your development is not just supported by being a mentee, being a mentor can also help.

### Mentoring has the potential to help you in lots of way including developing leadership skills or skills in a particular area, promoting personal and professional development, supporting career development, or sharing good practise and experience. Mentoring also helps to promote self-directed learning and can encourage you to reach your full potential.

### Where traditional training courses illustrate concepts, mentoring helps individuals translate theory into practice as they apply their new knowledge immediately into their work and life.

### Mentors have the opportunity to guide and support the development of their mentees, which benefits both parties and the overall organisation.

## Being a mentor

### Anyone can apply to become a mentor regardless of where they work, or their rank or role. The only exception is probationary constables.

### We look for mentors who:

* have a genuine interest in developing others;
* have excellent listening skills;
* have good communication skills; and
* can demonstrate commitment to the core values of integrity, fairness and respect.

### Although the mentee will primarily drive the process, we expect our mentors to commit an appropriate amount of their time to support their mentee.

### As a mentor, you cannot be an assessor on an interview panel if your mentee is a candidate. As soon as you know who the candidates are, you must declare a conflict of interest if one of them is your mentee.

## Being a mentee

### Other than probationary constables, there are no restrictions on who can apply to the mentoring programme as a mentee, but we do ask that you fully commit to participating in the programme when you join.

### As a mentee, it is up to you to take responsibility for managing the relationship after the initial meeting. Your mentor is there to help to empower you, so they will generally encourage your autonomy.

### It is important that you invest a proper amount of time in maintaining the relationship, including preparing for meetings, follow-up actions and implementing your learning. You will only gain from the programme what you give to it.

### We recommend that you keep your manager updated on your progress in the mentoring programme.

## What mentoring involves

### In the mentoring programme, you will take part in mentoring sessions together on a regular basis. These will generally take place every six to eight weeks, but will depend on each other’s commitments and the nature of the learning needs and goals.

### A mentoring session is a discussion that has structure, and needs enough time to talk through ideas, issues and situations. Sessions usually last between one to two hours, and should include time to agree action points for the next session. The mentor and mentee must respect each other’s regular responsibilities and not needlessly take up time.

### A mentoring relationship can be short or long term depending on the mentee’s development needs. As a guide, six to 12 months is a good timescale however, there might be real value in continuing beyond this to encourage and support the mentee, and build a long-lasting mentoring partnership.

### Both parties need to be aware of organisational commitments that might not allow them time away from their duties at specific times. If this happens, they will need to coordinate alternative times together.

## How to apply

### You should apply for the mentoring programme using the Mentee Application Form (021-033) or the Mentor Application Form (021-032) depending on the role you are interested in carrying out.

### If you do not have access to the intranet, your divisional champion will be able to give you the form you need.

## The matching process

### Once you are accepted onto the mentoring programme and before you can be matched, the first thing you need to do is complete the Moodle mentoring module. This will give you the knowledge you need to support and enable your mentoring relationship.

### The matching process will match the skills and experience that the mentee has expressed interest in developing, with the skills and experience that the mentor has to offer.

### Although we will try to match mentors and mentees within similar locations, some travel might be involved to a place that is convenient for both parties.

### On some occasions, it may be appropriate to match you with a mentor or mentee from a different police force. In these circumstances it is likely that all meetings will take place through Microsoft Teams or other appropriate forms of remote communication.

### It is not possible for a mentee to match with their line manager as a mentor.

## The first meeting

### It is the role of the mentor to arrange the initial meeting to start talking about the mentee’s needs in more detail. Where possible, this will be a face-to-face meeting but after this, contact can be by email, phone, Microsoft Teams etc.

### We appreciate that some people might prefer to meet their mentor face-to-face at every meeting. We have a responsibility however to consider the financial and environment impacts of our travel choices, therefore excessive or unnecessary travel will not be supported.

### You need to agree a mutually convenient place to meet. Find somewhere there are no disruptions, where you both feel at ease and where you can talk without being overheard. Changing the location of future sessions can also help to stimulate different thinking or to encourage a different style or approach to the conversation.

### The first conversation offers the mentee and mentor the opportunity to exchange information about their career history, interests and their expectations from mentoring.

### Mentees will want to find out about their mentor’s particular mentoring style, and their ability to provide the challenge, learning opportunities and expertise they are looking for.

### In most cases, people know very quickly that they want to get started and will agree the practicalities of future sessions. Others prefer to reflect on the conversation and agree to contact the mentor within a few days to let them know if they want to go ahead.

### The mentor also has the right to decide if they want to work with the mentee. Both mentor and mentee must seek to establish a relationship built on equal responsibility and mutual respect.

## Mentoring sessions

### It is important that the mentor and mentee discuss their expectations of the mentoring partnership and relationship, and how this will contribute to the mentee’s learning. Mentees need to think carefully about what they are hoping will be the outcome of the mentoring process, and whether these are short, medium or long-term goals, e.g.:

* Is the individual looking for specific career progression or promotion?
* Does the individual want to have an impact on the working relationship they have with their team, peers or senior leaders?
* What are the significant transitions the individuals needs to make in their thinking, knowledge and work?

### You should expect to set goals within each mentoring session for that session. Mentors will have a variety of tools and techniques available to help mentees establish learning goals. One of these will be the GROW model (Goal, Reality, Options, Way ahead) which provides a clear and logical focus for the discussion.

### Each session should end with agreed actions. The onus is on the mentee to progress these during the time between sessions.

### Mentees will take the lead rather than the mentor. The mentee will take ownership of the relationship, and arrange subsequent sessions as needed. Sessions will focus on what the mentee can do to develop in a specifically identified area.

### The mentor’s role is to respond to the mentee’s needs, not to impose their own agenda.

### The sharing of documentation throughout the

## Between sessions

### Unless both parties agree to keep in touch, there is no expectation that there will be contact between sessions. If there is going to be contact, both parties must agree how this will be managed. Think about whether email or phone contact is acceptable, and under what circumstances.

## Reviewing progress

### Every so often, the mentee should review their progress with their mentor. This will help build on the mentoring relationship and to decide how many more sessions are required. This will review expectations and progress on goals, and will typically be most useful every third meeting and during the final meeting.

### Once the mentee has met their original development objective, they need to tell their Divisional Champion and end their participation in the mentoring programme. It is not appropriate for the mentoring programme to continue if the mentoring relationship moves to a purely general friendship after the development objective is reached.

## Concluding the mentoring relationship

### It is helpful to talk about the inevitable end of the mentoring relationship at the beginning when you are discussing how many sessions you both think will be needed. Then, as your work together progresses, both parties will make the judgement about when the mentoring partnership should come to a formal close.

### A good time to talk about concluding the mentoring relationship is once the mentee has almost achieved their objectives, or made good progress towards them. Build in a formal review so that both mentee and mentor can offer feedback, focus on what has been achieved, and think about how to sustain the learning beyond the mentoring relationship.

### Either party can decide to conclude the relationship at any time however; both the mentor and mentee share a responsibility to discuss the matter together as part of their mutual learning prior to the mentee notifying the Divisional Champion that the mentoring relationship has ended.

### The Leadership and Talent team will send evaluations to mentors and mentees for confidential feedback on the process to help them inform future training.

## When things do not feel like they are working

### Sometimes things might not go entirely as expected. Maybe external pressures on either side are affecting the working relationship, or it could simply be that either party feels that the mentoring relationship is not working for them. If this happens, the best way forward is for both the mentee and mentor to have an honest and open discussion about the relationship to try to address any concerns.

### If this situation arises, make contact with the Divisional Champion for further advice and support.

## The role of the Divisional Champion

### Divisional champions play a key role in the mentoring programme so we give them plenty of support to help them fulfil their key duties. The key duties of the divisional champions are to:

* Match mentors and mentees from their division.
* Ensure that participants complete the Moodle mentoring module prior to matching.
* Re-match mentors and mentees if needed.
* Provide advice on the mentoring programme and related processes.
* Work in partnership with other Divisional Champions to share mentor/mentee skills and professional attributes such as specialist knowledge, experiences and goals.

## Quality assurance

### The Leadership and Talent team will continually review the quality and effectiveness of the mentoring programme by:

* Being a point of contact for feedback from Divisional Champions.
* Keeping Divisional Champions abreast of wider activities.
* Conducting evaluations on the mentoring programme from mentees and mentors.

# Manager

## What you need to do:

* Talk to team members that may be interested in applying for the mentoring programme.
* Consider why your team members might be thinking about mentoring, and give them any support or advice you feel is appropriate.
* Support your team members where possible with time to attend mentoring meetings.

## The manager’s role in the mentoring programme

### In your role as a manager, your input to the mentoring programme should not be considerable. You have a duty as a manager to work with your team to think about the best way to support their development, and the mentoring programme is something that you should consider.

### You are encouraged to support all members of your team who are taking part in the mentoring programme, and assist them by giving the necessary time needed to attend mentoring sessions. This is, of course, dependent on operational availability, but the benefits of taking part in a mentoring programme are well known, and we should support this where possible.

### Your role as the mentee’s manager does not change in relation to your management responsibilities. You will still guide the individual professionally, but the mentor will support them to achieve their specific goals.

### It is not possible for you as a manager to be a mentor for anyone in your own team.

### To find out more about the mentoring programme, or if you are interested in becoming a mentor or mentee, see the Officer/Staff section.

# Resources

**Forms**

* Mentee Application Form (021-033)
* Mentor Application Form (021-032)

**Reference Documents**

* Mentoring Programme – Frequently Asked Questions
* Mentoring Programme – Mentoring Programme Ethics
* Mentoring Programme – Mentoring Process

**Related Procedures**

* Allowances and Expenses (Officers)
* Allowances and Expenses (Staff)
* Disability in Employment

**Useful Links**

* Contact Details for Divisional SPOCs
* Information Security Handbook
* Information Security SOP
* Performance Development Conversation (PDC) Toolkit
* Mentoring Module Moodle Link

**Appendix A**

Mentoring Programme – Frequently Asked Questions

**What is mentoring?**

Mentoring is essentially about helping people to develop more effectively. It is a relationship designed to build confidence and help the mentee take increasing initiative for their own development.

A good mentor will not tell their mentee what to do, but will help them identify and work through their options, while at the same time challenging and supporting their goals.

**Why is the organisation supporting this?**

We are committed to the development of our officers and staff, and we see mentoring as a pathway to encourage individuals to take responsibility for personal and professional development. This contributes towards a better-equipped workforce that can meet the challenges facing the service.

**Who should have a mentor?**

Most of us at some point in our professional lives would benefit from a mentoring relationship.

Mentoring is likely to be particularly beneficial if you have specific goals you would like to achieve through the mentoring relationship. If you are new to your role or want to develop or talk through a change, mentoring could be just what you need.

**What are the benefits of having a mentor?**

We match mentees with a mentor who has an interest in their development and an understanding of their goals. Mentors can provide the benefit of a different perspective by sharing solutions from their own experience that mentees may not otherwise have thought of. One of their key strengths lies in sharing their experience in an impartial way and transferring knowledge where this would help.

**Is the mentoring programme open to everyone?**

Yes. All officers outwith their probation, staff and Special Constables can apply to be a mentor or mentee.

**Can retired officers or staff carry out the role of mentor?**

No. At this time, the mentoring programme is only available to serving officers and staff.

**Does my manager need to support my application to become a mentor or mentee?**

We support the mentoring programme as a development opportunity open to all individuals, but we do recommend that you discuss mentoring with your manager before applying.

Managers are encouraged to be supportive and give their team the necessary time to attend mentoring sessions. Mentors and mentees need to be reasonable, and aware of organisational commitments that might mean they cannot get time away from their duties on certain occasions. Both parties need to be flexible in arranging alternative times if this is the case.

**Who can become a mentor?**

It is possible for anyone to become a mentor, however, for the purpose of our mentoring programme we are looking for individuals who:

* are committed to their own personal development;
* have the ability to motivate their self and others;
* have effective verbal communication and listening skills in a one-to-one setting;
* have the ability to challenge others ideas and thinking;
* demonstrate an enabling and supportive attitude;
* demonstrate respect for diversity.

**If I become a mentor, how many people can I mentor?**

This will depend on the number of applicants. Ideally, we would like to have a ratio of one-to-one mentor/mentee; however, there might be an occasion where the skills you can offer meet the needs of more than one mentee. We recommend that a mentor have no more than two mentees.

**What if I have previously been a mentor within the organisation?**

You can be a mentor again, but you must apply through this process to ensure that the new procedure is followed.

**Could I be both a mentor and a mentee at once?**

Unfortunately, no. We want all parties to benefit as much as possible from the mentoring programme, and having a dual role in the programme could potentially have a negative impact on this due to your conflicting priorities.

**If I am a mentee, can I have more than one mentor for different areas of development?**

No, this is not something that we can offer at this time. If you have more than one mentor, this can again bring challenges with conflicting priorities. We also need to be aware of organisational needs, and the difficulties that increased abstraction can bring.

**Can I choose my mentor?**

If you have someone in mind, you can approach them to ask if they will be your mentor. They need to register for the programme however, and they may not be your best match, so we would not necessarily recommend that you be paired with them.

**Can I approach someone personally to mentor me?**

Yes, but to benefit you both by being in a structured programme, we encourage them to formally join the mentoring programme.

**Can my manager be my mentor?**

No. Your manager’s role is to guide you professionally in your current role. Your mentor is there to assist you through your own development to achieve your goals.

**How long will I wait to match to a mentor?**

This depends on your selections in the application form (i.e. what subject you would like to be mentored on and if you have any specific travel constraints), and what mentors are available. If there is a mentor registered who is a match, we will pair you as soon as possible. If a mentor is not available immediately, your Divisional Champion will proactively seek a suitable mentor and will keep you updated with their progress.

**How are mentors and mentees matched?**

The matching process uses both the information contained in the Mentee Application Form (021-033) and the Mentor Application Form (021-032). The Divisional Champions play a role here by matching the skills and experience that the mentee has expressed an interest in developing, with the skills and experience that the mentor has to offer.

**How often should we meet?**

One of the great advantages of mentoring sessions is that it is possible for there to be little time in the actual hours needed to produce a learning result.

After completing the Moodle mentoring module and the first discussion has taken place, the mentor and mentee will have sessions where and when they can, and at times suitable for both.

Generally, sessions every six to eight weeks is adequate.

**Do we need to meet in person?**

We expect the first meeting to be face to face, so there might be some travel involved by one or both parties. Further sessions can take place via phone or by other methods of communication such as Microsoft Teams or email. In circumstances where mentors and mentees are from different police forces it is likely that all meetings will take place online.

**What topics are usually discussed in a mentoring session?**

A number of topics can be discussed during a mentoring session. These can be personal or work-based and include, but are not restricted to:

* Health and wellbeing.
* Managing change.
* Promotion.
* Team working.
* Work/life balance.

**Will a mentor just tell me what to do?**

Mentoring is a development activity focussed on the goals of the mentee. Your mentor should be having discussions that will encourage you to take responsibility for developing yourself. They will also assist in building your confidence to help you achieve your goals.

**If I am meeting my mentor, can I arrange this in work time or does it have to be in my own time?**

As part of our commitment to the mentoring programme, we are happy for mentoring sessions to take place in work time, where this is reasonable and does not significantly affect day-to-day organisational activities and responsibilities.

**If I am meeting my mentor outwith work time, can I claim TOIL for this?**

No. It is not possible to claim overtime or TOIL.

**How long should I be mentored for?**

On average, a mentoring relationship will last between six and 12 months but the mentor and mentee have the discretion to carry on the relationship beyond this time if there is a mutual benefit.

If you feel that you have met your original goals as a mentee, however, there is no need for the mentoring relationship to continue under the mentoring programme.

**When is the process complete?**

The mentoring process is complete when the mentee feels that they have been successful in achieving their goal. Both the mentor and mentee must agree that they have achieved the planned goal before telling their Divisional Champion that the mentoring relationship has ended.

**What happens if my initial aim as a mentee has been met, and we want to carry on meeting?**

If you have further goals that the mentor can assist with you can continue with the mentoring programme. Often once the mentoring goal is complete the mentor and mentee will stay in touch, but this would be outwith the formal mentoring programme.

**Will anyone keep a record of what we talk about?**

This is up to the mentor and mentee to decide. Any documents produced should be stored and securely disposed of in accordance with our guidance on Information Management. Leadership and Talent will maintain a list of Divisional Champions, mentors and mentees taking part in the mentoring programme.

**Can a mentee go on to become a mentor?**

Yes, this can be common. Having been through the process themselves, mentees become aware of the benefits and what they may be able to offer to someone else as a mentor. Arguably, someone who has been a mentee is a good candidate to become a mentor.

**What happens if one party cannot continue?**

Depending on the reasons for stopping a mentoring relationship, if a mentee wants to continue in the mentoring programme their Divisional Champion can match them with a different mentor.

**What happens if my mentor and I do not get along, can I ask for another mentor?**

Problems in the mentoring relationship should not be a reason to automatically cast it aside. Conflict and misunderstandings can come up in any relationship, and might lead us to believe that the partnership is not working. These conflicts, disagreements or disappointments are often opportunities for growth that can be addressed on an individual or partnership basis.

Working through the problems that might arise in a mentoring relationship is a part of the development opportunity that makes a mentoring relationship such a unique and worthwhile learning experience.

However, leaving a partnership is perfectly ok if this is what you feel you need to do. The conditions under which the partnership is bound are that both parties are able to withdraw from the mentoring arrangement.

**Once allocated a mentor, could I put the mentoring programme on hold for a period, or would the mentoring programme end and I would need to re-apply when ready?**

Once we match you with a mentor, the relationship can last as long as you are achieving your goals. If this means postponing time between meetings, this is at both you and your mentor’s discretion. The mentoring programme is flexible.

**What happens if I take a career break, or if I am off work?**

If you are away from work due to a career break, adoption/maternity leave, adoption/maternity support leave, parental leave, shared parental leave, extended special leave or sickness absence, we can put your mentoring partnership on hold or you can be re-matched when you come back to work. You can talk through your options with your Divisional Champion.

**If I complete the mentoring process and want to re-apply, do I need to wait a certain period?**

If you want to be mentored in a different topic for development as well as one you have previously/currently been mentored for, you can apply at any time.

**Appendix B**

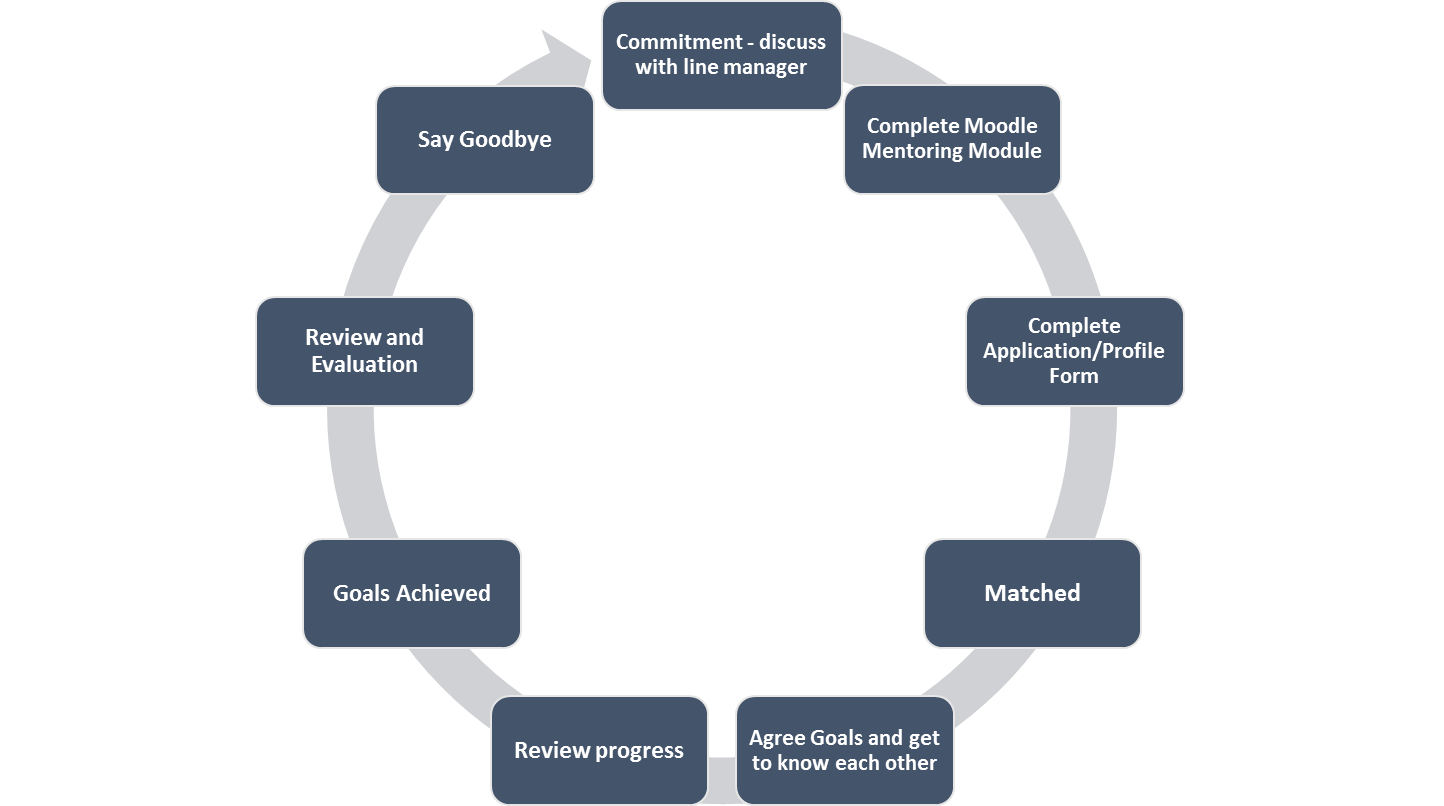
Mentoring Programme Ethics

The following responsibilities and requirements underpin the mentor and mentee relationship.

* The mentor's role is to respond to the mentee's development needs.
* Mentors and mentees will maintain confidentiality throughout the process. No information disclosed during the course of the mentoring programme will be shared with any other party unless there is a risk to an individual or the organisation.
* Any documents gathered during the course of the mentoring relationship, including the creation and use of information between mentor and mentee, will be stored and securely disposed of in accordance with our guidance on information management.
* The mentor and mentee must be open, honest and truthful.
* Mentors should be aware of the limits of their own competence and operate within these limits.
* Mentors have a responsibility to develop their own competence in the practice of mentoring.
* The mentor and mentee must respect each other’s time and other responsibilities, ensuring that they do not impose beyond what is reasonable.
* Mentors and mentees share responsibility for reaching the agreed goals.
* Either party may dissolve the relationship, but both have a responsibility to discuss any problems together as part of mutual learning.

By entering into a mentoring relationship, both the mentor and mentee must acknowledge and adhere to the above standards and expectations during the mentoring process.

**Appendix C**

Mentoring Process

Compliance Record

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| Equality Impact Assessment: Date ~~Completed~~/Reviewed: | 05/01/2021 |
| Information Management Compliant: | 05/01/2021 |
| Health and Safety Compliant: | 11/01/2021 |
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Version Control Table

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| Version | History of Amendments | Date |
| 1.00 | Launched as a formal procedure following six-month pilot programme between December 2017 and May 2018. Previous guidance supplied in brochure form through Leadership, Training and Development. | 07/10/2019 |
| 2.00 | Revised to include the option to match individuals with mentors or mentees from other police forces. | 24/02/2021 |