

Mentoring

Target Audience				
Who Should Read This Policy	 Mental Health	 Learning Disabilities	 Children, Young People & Families	 Corporate
All Trust Staff	✓	✓	✓	✓



Honesty and
Transparency

Integrity

Empowerment

Compassion &
Kindness

Dignity &
Respect

Ref.	Contents	Page
1.0	Introduction	4
2.0	Purpose	4
3.0	Objectives	4
4.0	Process	4
5.0	Procedures connected to this Policy	8
6.0	Links to Relevant Legislation	8
6.1	Links to Relevant National Standards	8
6.2	Links to other Key Policies	8
6.3	References	8
7.0	Roles and Responsibilities for this Policy	9
8.0	Training	9
9.0	Equality Impact Assessment	10
10.0	Data Protection and Freedom of Information	10
11.0	Monitoring this Policy is Working in Practice	11

Appendices

1.0	Mentoring Information Form	12
2.0	Mentoring Contract	15
3.0	Mentoring Data Capture Sheet	17

Explanation of terms used in this policy

Mentoring is defined as - a dynamic, supportive relationship between two individuals which exist to develop the mentee either within their current role or for the future. Mentoring differs from coaching in that it takes a holistic view of the mentee, is an on-going relationship and the agenda is usually set by the mentee with the mentor providing support and guidance.

The Mentor - a qualified and competent individual within the organisation who is supporting an individual within the agreement of a mentoring relationship

The Mentee - the person receiving support from a mentor

The Sponsor - the line manager and /or organisation who has approved and supports the need for the individual to receive mentoring

1.0 Introduction

One of our strategic objectives at Black Country Partnership NHS Foundation Trust is to attract and retain a well-trained, inclusive, diverse, flexible, empowered and valued workforce.

Many Organisations use mentoring to attract, develop and retain diverse talent as well as to boost productivity. Research has shown managerial productivity increased by 88% when mentoring was used within staff development, compared to a 24% increase with training alone.

2.0 Purpose

The Trust acknowledges we have a number of individuals currently mentoring within the organisation, particularly within clinical fields. We have individuals who possess the right skills and positive behaviours to become mentors. By supporting these individuals to continue developing their skills and begin mentoring we can support people that would benefit from this intervention. Mentoring practice can create an environment where people from all walks of life are encouraged to reach their full potential and make the best contribution they can to improving outcomes for patients.

Mentoring is about the opportunity to encourage personal and professional development of a mentee through sharing of knowledge, cultural differences, expertise and experience. By building relationships on trust, respect and communication there can be sharing of fresh diverse perspectives, approaches and ideas to both parties. This has additional benefits to the mentor allowing for opportunity to reflect on own practice and goals and receive recognition as a subject matter expert in their field.

This policy has been designed to help familiarise yourself with the principles, practice, and supporting processes, including how to access mentoring within Black Country Partnership Foundation Trust.

3.0 Objectives

The main objectives of this mentoring policy are to:

- Provide guidance and information to prospective mentees within the trust as to how they might access a mentor and what to expect of a mentoring relationship
- Provide guidelines for best practice and ethical standards of mentoring.
- Set out a framework for all practicing mentors to adhere to within the trust.

4.0 Process

Mentoring is available to all BCPFT staffs who believe they may benefit from guidance on professional development and advancement and advice in developing their strengths, resilience and overcoming weaknesses. There is also opportunity to develop new skills build on values and knowledge, which can provide an opportunity to become more aware of new ideas and ways of thinking and working through the guidance and encouragement of a trusted individual.

Commitment requirements

Mentoring is a process that lasts for a specific period of time, usually for between 6-12 months. You will work with your mentor to determine the number and duration of each mentoring session.

As a mentee you are in charge of the content of your mentoring sessions. You will choose the area / subject you wish to take to a mentoring session, you will create the goals and actions to work on and you will decide on the time-frame to complete the actions.

The preferred approach in order to be mentored and practice as a mentor is to use the regional resource Mentornet.

Mentornet is an online function open to all NHS healthcare staff in the West Midlands, and is a resource for both mentors and mentees. Access is based on the assumption that mentoring has been identified as part of a personal or professional development need, or as part of their appraisal review and has been agreed with their line manager.

To be mentored:

Using Mentornet a member of staff can register themselves and their requirements in order to search and select a mentor. It is possible to select one of our BCPFT mentors, or someone from another NHS trust who are registered on Mentornet.

Registering for a mentor via Mentornet the mentee will need to register at this site: <https://coachingwm.hee.nhs.uk> a user guide is available to support the process.

To act as a Mentor within the organisation:

We would expect a conversation has taken place between the mentor and their line manager prior to committing to the offer of any mentoring provision so this may be not be in conflict with the individual's work commitments. We would recommend the mentor holds no more than two mentee relationships at any one time.

Using Mentornet a member of staff can register themselves as a mentor and the areas they are skilled in order for a mentee to find a mentor to meet their needs.

Registering as a mentor via Mentornet the individual will need to register at this site: <https://coachingwm.hee.nhs.uk> a user guide is available to support the process.

On the Mentornet register:

All healthcare professionals who work for the NHS in the West Midlands region may apply to join the register providing they meet the following requirements:

Mentor Registration Requirements:

- An individual who has received mentor training
- Has relevant experience or hold a relevant qualification
- (Mentornet registration expects the individual to be of a Band 7 or above).

Mentor CPD Requirements:

Mentors will have to provide evidence of the following annually to remain on the register:

- A minimum of two mentee relationships per year
- Evidence of CPD related activities (7 hours per year)

*As we are using the database resources of the Leadership Academy we need to comply with their criteria which stipulates Mentors registered are band 7 or above, we are aware people can mentor at different grades to this, however anyone registered on Mentornet will need to comply with guidance.

The number of active mentors and mentees will be monitored on a bi-annual basis to review uptake of mentoring and review anticipated benefits to the individuals being mentored.

4.2 Responsibilities and commitments

Mentor's Responsibilities:

- Comply with the NHS West Midlands Leadership Academy Mentoring policy (WMLA).
- Ensure the quality and standards of their mentoring and work within the ethical framework adopted by NHS West Midlands Leadership Academy (see 4.4).
- Act with integrity regarding appointments made with the mentee, including arriving on time and being prepared for sessions.
- Ensure mentoring portfolio is updated on Mentornet i.e. sessions, hours, etc.
- Maintain confidentiality, disclosing information only where agreed with the client, unless the mentor believes there is convincing evidence of serious danger to the mentee or others if the information is withheld.
- Demonstrate personal responsibility to maintain own knowledge and skills base by engaging in regular supervision and CPD.
- Share activity data for trend analysis and shaping future services.

Mentees' Responsibilities:

- Act with integrity regarding appointments made with the Mentor, including arriving on time and being prepared for sessions.
- Commit to actively engage in the mentoring process, accepting personal responsibility for their outcomes.
- Provide feedback on the mentoring experience.

4.3 Principles of Ethical Practice (including managing demand)

All mentors will make the mentee aware at the contracting stage of the existence of the Code of Ethics as the starting point of any contract agreed (see section 4.4) A mentoring contract template has been included, which the Mentor may use to guide them in this process (**Appendix B**)

4.4 The Code of Ethics

Mentors will conduct themselves in a way which respects diversity, inclusion and promotes equal opportunities. It is their primary responsibility to provide the best possible service to the client and to act in such a way as to cause no harm. They

must be committed to functioning from a position of dignity, autonomy and personal responsibility. This Code of Ethics is aligned to the (European Mentoring and Coaching Council) EMCC code and covers the following domains:

- Competence
- Context
- Boundary Management
- Integrity
- Professionalism

Please see link regarding further detail on the code of ethics

<https://www.emccouncil.org/quality/ethics/>

4.5 Record keeping and Data Protection

The WMLA will maintain records of who has accessed the Mentornet service both mentors and mentees and information provided through mentor.net (the online referral process) for use in monitoring and managing the service. Please see privacy statement on the use of any data at link below:

<https://www.hee.nhs.uk/about/privacy-notice>

It is recommended that mentors should keep records of meetings and contacts with their mentees. This will inform their activity log and contribute to evidence of annual hours required for remaining on the register of NHS West Midlands mentors.

In addition mentors may take notes during the sessions, either as aide memoire, to illustrate a discussion point or for their own continuing professional development.

Record keeping should be discussed and agreed with the mentee at the contracting stage of the relationship. To assist with understanding the needs of a mentee a Mentoring Information sheet has been provided to help determine what the needs are **(Appendix A)**.

A data capture form may be used to support the Mentor in their reflection process and capturing their mentoring time **Appendix C)**.

Storage and use of individually identifiable data must be in accordance with the General Data Protection Legislation and the Data Protection Act 2018. The mentor must ensure the safe keeping of any records of mentoring activity, including reflective logs. The mentee will take responsibility for keeping any records of the sessions that they feel will support their development.

4.6 Guidance re use of Diagnostic Tools

The use of diagnostic tools in the mentoring process can sometimes be helpful to increase an individual's self-awareness and provide alternative perspectives.

Mentors must ensure that when they are using diagnostic instruments that they adhere to ethical standards to protect and preserve respondents' rights, as well as the integrity of the instrument.

Any instrument used within the mentoring process should only be used by those qualified to do so and be used in accordance with the instructions for use.

5.0 Procedures connected to this Policy

There are no procedures which are connected with the Mentoring Policy

6.0 Links to Relevant Legislation

Equality Act 2010 it is recognised colleagues from Black Asian Minority Ethnic (BAME), Disabled and LGBT backgrounds. Struggle to secure senior roles in the NHS and there is correlation between access to continuous professional development (CPD) and progression for these groups. Therefore it is encouraged and positive action is welcomed to ensure colleagues from these groups access mentoring.

6.1 Links to Relevant National Standards

The NHS Leadership Academy has identified the following four key drivers that underpin the purpose of Coaching and Mentoring in a wider leadership development and national context.

Coaching and Mentoring are used:

1. to develop systems and place-based leadership at all levels to support population health
2. as a deliberate conduit to build leadership for inclusion and just culture
3. to shape and develop inclusive and systems-focused talent management and succession planning for the health and care economy
4. as enablers for the organisational development (OD) agenda for cultural transformation and redesign that places the pledge of the NHS constitution at the very heart of leadership practice for world class patient and citizen care.

More information can be accessed at:

<https://www.leadershipacademy.nhs.uk/resources/coaching-register>

6.2 Links to other Key Policies

There are no key policies which are connected with the Mentoring Policy

6.3 References

The EMCC guidelines have been used to outline expectations and code of conduct for coaching and mentoring practice and may be helpful for further reading. This organisation is also endorsed by West Midlands Leadership Academy, Health Education England.

For more information visit:

<https://www.emccouncil.org/>

7.0 Roles and Responsibilities for this Policy

Title	Role	Key Responsibilities
Director of Workforce & organisational Development	Executive Lead	- lead responsibility for the implementation of this policy - allocation of resources to support the implementation of this policy - ensure any serious concerns regarding the implementation of this policy are brought to the attention of the Board of Directors
Trust Board	Strategic	- ensure the provision of mentoring opportunities is available for developing and growing our workforce and building on leadership skills to support staff development and nurture behaviours of empowerment, accountability resulting in high morale and satisfaction amongst staff
Workforce Development Committee	Responsible	- Oversee the implementation of a systematic and consistent approach - Approve all policies and procedures that relates to their subject matter or area of practice - Provide exception and progress reports to the Quality and Safety Steering Group
Organisation Development Team	Specialist Advice and Support	- Provide specialist advice, support, guidance and training to managers and staff on considering and reviewing requests for mentoring support
Trade Union	Represent	- Represent their members at any formal meeting to discuss mentoring support requests, providing support and guidance to their members
Trust Managers	Implementation	- Raise awareness amongst staff regarding mentoring offer and give full consideration to requests received from employees and respond in a timely, appropriate and consistent manner in line with this policy
All Trust Employees	Adherence	- Consider the needs of their service or function when requesting mentoring support - Take personal responsibility for agreeing and adhering to the code of conduct within the mentoring relationship contract

8.0 Training

What aspect(s) of this policy will require staff training?	Which staff groups require this training?	Is this training covered in the Trust's Mandatory & Specialist Mandatory Training Needs Analysis document?	If no, how will the training be delivered?	Who will deliver the training?	How often will staff require training	Who will ensure and monitor that staff have this training?
Mentors registered on internal register	Staff who are registered mentors and choose to actively mentor	No	This will take place as CPD in the form of a two hour supervision session at least once a year	Coach Supervisor within Organisational Development	Annually	Organisational Development Team

9.0 Equality Impact Assessment

Black Country Partnership NHS Foundation Trust is committed to ensuring that the way we provide services and the way we recruit and treat staff reflects individual needs, promotes equality and does not discriminate unfairly against any particular individual or group. The Equality Impact Assessment for this policy has been completed and is readily available on the Intranet. If you require this in a different format e.g. larger print, Braille, different languages or audio tape, please contact the Equality & Diversity Team on Ext. 8067 or email bcpft.equalityimpactassessment@nhs.net

10.0 Data Protection and Freedom of Information

Data Protection Act provides controls for the way information is handled and to gives legal rights to individuals in relation to the use of their data. It sets out strict rules for people who use or store data about individuals and gives rights to those people whose data has been collected. The law applies to all personal data held including electronic and manual records. The Information Commissioner's Office has powers to enforce the Data Protection Act and can do this through the use of compulsory audits, warrants, notices and monetary penalties which can be up to €20million or 4% of the Trusts annual turnover for serious breaches of the Data Protection Act. In addition to this the Information Commissioner can limit or stop data processing activities where there has been a serious breach of the Act and there remains a risk to the data.

The Freedom of Information Act provides public access to information held by public authorities. The main principle behind freedom of information legislation is that people have a right to know about the activities of public authorities; unless there is a good reason for them not to. The Freedom of Information Act applies to corporate data and personal data generally cannot be released under this Act.

All staffs have a responsibility to ensure that they do not disclose information about the Trust's activities; this includes information about service users in its care, staff members and corporate documentation to unauthorised individuals. This responsibility applies whether you are currently employed or after your employment ends and in certain aspects of your personal life e.g. use of social networking sites etc. The Trust seeks to ensure a high level of transparency in all its business activities but reserves the right not to disclose information where relevant legislation applies. The Information Governance Team provides a central point for release of information under Data Protection and Freedom of Information following formal requests for information; any queries about the disclosure of information can be forwarded to the Information Governance Team.

11.0 Monitoring this Policy is Working in Practice

What key elements will be monitored? (measurable policy objectives)	Where described in policy?	How will they be monitored? (method + sample size)	Who will undertake this monitoring?	How Frequently?	Group/Committee that will receive and review results	Group/Committee to ensure actions are completed	Evidence this has happened
Number of mentors on internal register actively mentoring within organisation	Section 4. Process	Using own database where individuals will be recorded	Organisational Development Team	Six monthly	Workforce Committee	Workforce Committee	Record of database and number who have mentored in past 6 months
Number of mentees recorded as receiving mentoring intervention	Section 4. Process	Using own database where individuals will be recorded and reviewing pre and post mentoring questionnaires	Organisational Development Team	Six monthly	Workforce Committee	Workforce Committee	Record of database and number of mentees receiving mentoring in past 6 months

Appendix A

Mentoring Information Form

This form is a useful tool for a mentor to use in order to capture and understand a mentee's needs

(You may choose more than one area to focus on)

I require a mentor to assist me with:	Please mark with a x
Leading and managing change	
Career development, progression and planning	
Managing the transition into a new role	
Leadership and management development	
Communication, engagement and conflict resolution	
Assertiveness and confidence	
Time management and personal effectiveness	
Embedding learning from undertaking a Leadership Core Programme i.e. Mary Seacole, Nye Bevan etc.	
Embedding learning from undertaking a training/development course	
New to the NHS	

Recommendation source and perceived benefits to individual

Did anyone recommend mentoring to you? If so, who?	(Please delete as appropriate) Yes/No Your manager at supervision/appraisal
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	Other individual:
What do you hope will change for you personally and professionally as a result of being mentored?	
What difference may this make to your team and the people you work with?	

How do you rate yourself in relation to these areas prior to receiving any mentoring:

1= low

3=neither low nor high

5=high

2= fairly low

4= fairly high

please mark the appropriate box with an

'x'

Pre-mentoring response (mentee)

Areas you will be working on with your mentor	1	2	3	4	5
Your current level of self-awareness					
Your current feeling of personal competence					
Your current level of effectiveness in work relationships					
Your current levels of confidence					
Your current level of knowledge and skills related to your role					
Your current level of inclusive working					

Post mentoring response (mentee)

Areas you will have been working on with your mentor	1	2	3	4	5
Your current level of self-awareness					
Your current feeling of personal competence					
Your current level of effectiveness in work relationships					
Your current levels of confidence					
Your current level of knowledge and skills related to your role					
Your current level of inclusive working					

Any other comments or information which may be helpful to know

Please provide any additional information:

Appendix B

Mentoring

The Mentoring Contract	
Mentor:	Mentee:
Contact Details:	Contact Details:
What is Mentoring?	
Mentoring involves the use of the same models and skills of questioning, listening, clarifying and reframing associated with coaching. Traditionally mentoring in the workplace has tended to describe a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work or workplace to support the development of another member of staff. One key distinction is that mentoring relationships tend to be longer term than coaching arrangements. This document sets out the boundaries for our mentoring relationship.	
Mentoring Arrangements	
Number of sessions:	
Where/How:	
Intervals:	
Dates/Times:	
Goals for Mentoring:	

Anticipated Benefits:	
As a Mentee I agree to :	
Be prepared for each session with my identified issue Implement agreed actions from session Be open to learning and accept challenges and support Provide constructive feedback to my mentor	
As a Mentor I agree to :	
Offer support Challenge respectfully Maintain confidentiality (in the context of professional responsibility) Anonymise and keep any notes taken securely	
Mentor Signature: Date:	Mentee Signature: Date:

Appendix C

Mentoring Data Capture Sheet

Mentoring Session No:	Mentee Name:
Date: Time spent:	Organisation:

Background	
Planning	
Preparation	

Data Capture Sheet

1. How I contracted with the mentee, establishing goals and development needs for mentoring.
2. How I established a inclusive, open, honest mentoring relationship at the start of the session
3. Content agreed for discussion in this session and how I reviewed agreed action
4. Mentoring approach used and why

5. Feedback received and learning from it
6. What did I do well relating to the session
7. What did I do less well and may do differently next time
8. Any issues that I wish to consider for my CPD as a mentor

Reflection on session

Policy Details

Title of Policy	Mentoring Policy
Unique Identifier for this policy	BCPFT-HR-POL-39
State if policy is New or Revised	New
Previous Policy Title where applicable	n/a
Policy Category Clinical, HR, H&S, Infection Control etc.	Human Resources
Executive Director whose portfolio this policy comes under	Director of Workforce and Organisational Development
Policy Lead/Author Job titles only	Head of Organisational Development
Committee/Group responsible for the approval of this policy	Workforce Group
Month/year consultation process completed *	June 2019
Month/year policy approved	September 2019
Month/year policy ratified and issued	October 2019
Next review date	September 2022
Implementation Plan completed *	Yes
Equality Impact Assessment completed *	Yes
Previous version(s) archived *	n/a
Disclosure status	'B' can be disclosed to patients and the public
Key Words for this policy	Mentoring, Mentor, Mentee, Sponsor, Coaching

* For more information on the consultation process, implementation plan, equality impact assessment, or archiving arrangements, please contact Corporate Governance

Review and Amendment History

Version	Date	Details of Change
1.0	May 2019	New Policy for BCPFT