



Mentoring Programme Policy

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This document has been assessed for:	
Compliance with Legislation	<input checked="" type="checkbox"/>
Equality Impact Assessment	<input checked="" type="checkbox"/>
Freedom of Information issues	<input checked="" type="checkbox"/>
Human Rights compliance	<input checked="" type="checkbox"/>
Health and Safety	<input checked="" type="checkbox"/>
Risk Management	<input checked="" type="checkbox"/>

Important notice: During times of national emergency or pandemic, the head of HR will approve relevant and necessary changes to policy and process to allow the spirit of the policy to be maintained whilst caring for and supporting our people.

Mentoring Programme Policy

1. Policy statement

The mentoring programme is a successful developmental technique for the Force to use to support individuals to reach their full potential.

The mentoring programme offers mentees access to regular and 'contracted' encouragement from another person at work to reach their goals, in addition to providing mentors opportunities to develop their listening skills and emotional intelligence.

The procedure set out in this document applies to all Officers and Employees of Cleveland Police and external stakeholders within the community.

This Policy must be applied fairly, equally, and consistently to all irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation or any protected characteristics.

2. Purpose

Within Cleveland Police we are offering Mentoring around a broad range of areas to support our staff and community. Mentoring is maturing as a field and involves much more than the 'traditional' form of mentoring (linked to succession, talent and career progression and reverse mentoring).

We also aspire to mentor internally and externally (in the community and education providers) and are developing the programme with these aspirations in mind.

The programme also seeks to support under-represented groups within Cleveland Police and will also give opportunities, to under-represented groups within the Force, to become Mentors - where they are able to share their knowledge and experience with a colleague and provide guidance.

3. Underpinning procedures

Forms and supporting documentation relating to this policy are available on the Force mentoring programme SharePoint on the intranet [here](#). If additional information or support is required to help with the completion of the forms then please contact the Organisational Development Team, who will be able to assist.

3.1 Introduction to Mentoring

Mentoring is:

- A committed relationship between an experienced person (Mentor) who shares knowledge, experience and insights with a less experienced person (Mentee).

Reverse Mentoring adds to the traditional mentoring programme as the focus is on joint exploration and shared experience. It is a committed relationship between a less experienced person (mentor) with a more experienced person (mentee).

It is a personal but professional relationship based on mutual trust and respect, in which confidentiality is a key requirement.

The Cleveland Police Mentoring Programme **is not** a substitute for human resource management or good performance management; nor a form of therapy or emotional counselling.

Individuals request Mentors for a wide range of reasons, for example:

- Promotion and Career Progression;
- Advice and guidance;
- Leadership development;
- Academic study/support skills;
- Sector or job specific areas and experience (dealing with vulnerable/young offenders/sexual offences);
- Management or role challenges;
- Diversity and inclusion (i.e. Supporting underrepresented people/understanding diverse communities/managing diverse teams);
- Return to work after transfer/career break/absence/sickness/maternity leave;
- Career transition;
- Lived experience;
- Someone who wants to build on their confidence at work.

Mentoring can have a real and positive impact. It brings about a culture of continuous learning and a culture which is more inclusive, creative and progressive. The Mentor acts as a critical friend and helps the mentee to action plan and reflect as well as gaining knowledge/feedback on personal performance.

The programme aligns to our Towards 2025 goals to use effective engagement to care and support our people and be proud of what we do.

It also underpins our Equality Diversity and Inclusion (EDI) priorities, to continually develop and understand the professional requirements of our people.

3.2 Benefits of Mentoring

Mentee Benefits

- Increases the Mentee's capacity to take ownership;
- Develops a wider understanding of the organisation and network of contacts;
- Improves the Mentees reflection skills;
- Develops more focussed personal goals and development plans;
- Increases confidence, motivation and wellbeing.

Mentor Benefits

- Personal satisfaction through supporting the development of colleagues;
- Continuous Professional Development (CPD) opportunity to practise communication and personal skills;
- Helps to develop the Mentor's leadership qualities;
- You will be better at your own job.

Organisation Benefits

- Better service to the communities in Cleveland;
- A tool to support the CPD/element of the Performance Excellence (PDR) and promotion processes;
- Increased leadership capabilities and capacity;
- More diverse mentors which reflects our people and the communities we serve.

3.3 Eligibility

The Mentoring Programme is available to everyone within Cleveland Police and the wider community. Demand will be monitored, and additional mentors will be encouraged to train should the initial numbers be insufficient.

3.4 Key Responsibilities

Mentee responsibilities

- Gain authorisation from their line manager to take part;
- Identify a mentoring need;
- Complete a Mentee application form;
- Be matched to a mentor;
- Tell your mentor about your mentoring needs and goals;
- Meet for a 'getting to know you' session. Agree to meet for three to twelve sessions;
- Bring the mentoring relationship to an end.

Mentor Responsibilities

- Gain authorisation from their line manager to take part;
- Take the role of trusted advisor, supporter and teacher;
- Sign a statement of suitability and a mentor's agreement;
- Meet for a 'get to know you' session. Agree to meet for three to twelve sessions;
- Explore and set clear goals for the conversation, asking questions, agreeing action and review points;
- Aim to increase the other person's effectiveness and resourcefulness by questioning, listening, and engaging;
- Attend refresher courses as and when required.

Line Managers Responsibilities

Line managers should:

- Proactively support the Mentoring Programme by identifying and encouraging staff who they feel could benefit from a Mentoring relationship;
- Support allowance of time for meetings as part of the working day if needed.

It is anticipated that meetings will also happen outside working hours.

Organisational Development Team

- Manage and maintain the SharePoint intranet site with updates;
- Help to match Mentees and Mentors as appropriate;
- Provide administration support for form completion;
- Always gather and evaluate feedback to streamline and improve the scheme;
- Train new mentors and mentees and provide ongoing refresher training.

Everyone's Responsibilities

It is the responsibility of everyone involved in the mentoring programme process to:

- Demonstrate the Values and Behaviours of Cleveland Police which is linked with the Code of Ethics;
- The mentoring relationship should be conducted in a proactive and professional manner;
- To feed outcomes from the mentoring discussions into their Continuous Professional Development plans and their Performance Excellence discussions (PDRs).

3.5 Confidentiality

The content of mentoring conversations remains confidential to the mentor and mentee. Mentor and Mentee agree to the following limits to confidentiality:

- Where there is a perceived risk of harm to self or others;
- Where there is concern of a breach of organisational policy;
- Where illegal activity is suspected.

4. How the Programme Works

4.1 Application and acceptance of Mentors to join the Scheme

Becoming a Mentor is open to anyone within the Force and is based on the right combination of:

- Skills;
- Experience;
- Credibility;
- Inclusion and enthusiasm;

Which will be more important than rank or grade alone.

In particular the following attributes will be valued in Mentors:

- Good listening & interpersonal skills;
- Treating everyone with respect;
- Honesty and integrity;
- Willingness to share skills, knowledge and expertise;
- Values the opinions of others;
- Demonstrates a positive attitude and acts as a positive role model.

Applications will be welcomed at any time (although training programme courses will run infrequently) and all applications must be supported by a line manager.

The application form is available from the Force Mentoring Programme Site [here](#)

Applications will be reviewed alongside the availability of training programme courses, if there are not enough places on the training programmes course, prioritisation will be made by the Organisational Development Team or the EDI Team. A waiting list will be used to organise further training programme courses.

All applicants will be provided with initial training before undertaking the Mentoring role (see section 5). Reverse Mentors will attend training with their Mentees.

Once trained the following may apply:

- Mentors may take up to a maximum of three Mentees at any one time, considering factors such as work based priorities and personal commitments;
- Reverse mentors will work with one mentee at any one time for a period of six months.

4.2 Registration and acceptance of Mentees to join the Programme

Individuals interested in taking part in the mentoring programme as a mentee should identify what their aims are and record them on the Mentee registration form.

The registration form is available from the Force Mentoring SharePoint site on the intranet [here](#) and this should then be sent to the Mentoring Programme Co-Ordinator.

Potential mentees are expected to be performing at a satisfactory level, and mentoring would not be suitable for those being managed for under-performance.

Registrations are expected to be supported by an individual's line manager. In the unusual situation that this is not the case, a potential Mentee should speak to the Mentoring Programme Co-ordinator in confidence.

Joining the programme is subject to availability; therefore, those individuals who have requested to join will be informed of either acceptance on the programme or joining the waiting list, and once Mentors are available, they will be accepted onto the programme.

Reverse Mentees will undergo training with their Mentors as organised by the O/D Coordinator.

4.3 Pairings

There are two types of mentors:

Traditional Mentoring

- Mentors may take on up to a maximum of three mentees at any one time;
- Each mentee chooses the most appropriate mentor for them and once a mentee has identified a mentor with availability, they would contact the mentor directly.

The process will be overseen by a Mentoring Programme Co-ordinator.

Reverse Mentoring

- Reverse mentors will have one mentee at any one time;

- Reverse mentors and mentees will be matched by the Mentoring Programme Co-Ordinator.

Once individuals are paired with their prospective mentor/mentee, they should arrange an initial meeting so that both parties can determine if their needs and aspirations are compatible.

If both parties are content with the pairing, they should then agree the future meeting schedules and goals and activities which are to be monitored within the mentoring relationship.

A Mentor should not formally Mentor anyone for whom they have any direct line management responsibility.

If the mentoring programme has begun and roles change i.e. the mentor becomes mentees line manager, then both parties will need to assess the suitability of the relationship continuing. Factors such as duration of mentoring undertaken, and the nature of the mentoring should be considered.

As appropriate, advice should be obtained from the Mentoring Co-ordinator or relevant management team.

4.4 Length of the Mentoring Relationship/Frequency of Meetings

In order to enable as many people as possible to access a mentor and to avoid over dependence on the mentor, the successful mentoring relationship will normally last:

- A maximum of 12 months for traditional mentoring programme (However, it can be shorter, depending on the goals);
- Over a six month period for the reverse mentoring programme.

4.5 Reviewing the Mentoring Process

The mentoring process should be reviewed between the mentor and mentee at regular intervals and should cover the following:

- Whether the mentoring process is helping the mentee to address identified areas of technical, personal or professional development;
- The progress of action/development plans;
- To consider whether there are any practical issues that need addressing, e.g. regularity of meetings, length of meetings.

In the event of a Mentoring relationship being unsatisfactory at any point, either from a mentor or mentee's point of view, a frank and honest discussion should take place to identify solutions. If this is not possible, they should speak to the mentoring programme co-ordinator in confidence.

If a mentoring relationship ends as a result, and the mentee wishes to continue being mentored, it will be the responsibility of the mentee to identify a new mentor via the Online Self-Service Portal.

At the request of the mentoring programme co-ordinator the first mentor will provide any necessary and relevant information to facilitate the mentee's transition.

4.6 Closing the Mentoring relationship

At the end of the mentoring period, of 12 months for traditional mentoring and six months for reverse mentoring, it is valuable to both mentee and mentor to review the relationship and celebrate what has been achieved as well as evaluate the effectiveness of the relationship, by completing an:

- End of mentoring review form

This form is available on mentoring programme SharePoint, on the Force intranet [here](#) and once completed it should be returned to the mentoring programme co-ordinator and any information on the form will be treated confidentially.

5. Training, Briefing and Support

5.1 Training of Mentors

New mentors will be expected to attend a training workshop in preparation for their role. This will cover the following:

- Clarification of the mentoring role;
- Setting up an effective mentoring relationship;
- Identifying and avoiding mentoring pitfalls;
- Developing mentoring and feedback skills;

In the unlikely event that concerns are identified about the mentoring ability of a participant during a course, the mentoring programme co-ordinator will discuss options with the individual.

Please note: Mentors and mentees will be jointly trained for the Reverse Mentoring Programme.

5.2 Support for Mentors

Mentors will be encouraged to develop their own support networks supported by the mentoring programme co-ordinator. Support will also be available from the HR team and mentors will be invited to a six monthly mentoring group meeting, where they can share experiences and discuss challenges (whilst maintaining mentee confidentiality).

6. Records

A record of who has taken part in the Mentoring programme either as a mentor or mentee will be kept for future references by the Organisational Development Team.

7. Appendices

There are no appendices to this policy all forms and supporting documents are available on the mentoring programme SharePoint site on the Force intranet [here](#)

8. Compliance and monitoring

Cleveland Police expects every individual to act in line with approved policies and take appropriate professional advice as necessary.

The Head of HR is responsible for the accuracy and integrity of this document. This policy will be continuously monitored, and updated when appropriate, to ensure full compliance with legislation.

The Head of HR will review this process to ensure that all aspects are being adhered to in accordance with the framework of this policy.

9. Version control

This policy will be reviewed and updated at least every three years by the owner, and more frequently if necessary.

The Corporate Services Department will ensure this document is available on the Force intranet, including any interim updates.

The following identifies all version changes.

Version	Date	Reason for update	Author
0.1	01.09.11	New Policy	██████████
0.2	Oct 2011	Policy revised following consultation	██████████
1.0	Oct 2011	Version approved at SDG	██████████
1.1	Nov 2012	Policy amended to reflect introduction of PCC, statement only	██████████

1.2	01.02.15	Minor amendments made to current policy to reflect organisational structure	████████
1.3	15.11.16	Policy amended to reflect Everyone Matters programme and revised scheme, and force move to electronic forms	████████
2.0	Feb 2017	Policy approved at Management Board 4/1 and published on SharePoint	████████
2.1	Feb 2017	Policy amended to reflect force move to electronic forms	████████
2.2	December 2018	Policy amended to reduce document size and make more user friendly	████████
2.3	Feb 2020	Change of owner dept. name	████████
2.4	Apr 2020	Addition of COVID 19 message	████████
2.5	Mar 2021	New mentoring process being developed, review extended until new process come into action.	████████
2.6	April 2021	Policy amended to reflect the revised scheme authorised in the PWB on 18 th March 2021	████████
2.7	March 2022	Policy amended for yearly review purposes and to add in Reverse Mentoring Change name of policy to Mentoring Programme Slight tweaks to wording and formatting.	████████ ████████