Mentoring Scheme

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This document has been assessed for:	
Compliance with Legislation	☒
General Equality Duty Assessment	☒
Freedom of Information issues	☒
Human Rights compliance	☒
Health and Safety	☒
Risk Management	☒

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 Scheme

1. Policy statement

The Cleveland Police Mentoring Scheme is a positive measure for supporting the nurturing and development of our staff across the organisation.

The procedure set out in this document applies to all Officers and Employees of Cleveland Police.

Cleveland Police recognises that individuals may experience unlawful and unfair discrimination and treatment on the grounds of their: Gender; transgender; gender–reassignment; relationship; civil relationship or marital status; race or ethnicity; disability; sexual orientation (because they are lesbian, gay, bisexual or heterosexual); age; medical condition; language; background; religion or belief; physical appearance; political opinions and other unjustifiable grounds.

Therefore this policy must be applied fairly, equally and consistently to all Police Officers and Employees irrespective of any of the above grounds.

2. Purpose

The Cleveland Police Mentoring Scheme provides opportunities for individuals to access knowledge and experience from colleagues other than their line manager. Mentoring encourages people working within the organisation to manage their own learning, both personally and professionally in a safe and open environment.

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

3. Underpinning principles

All forms and supporting documentation relating to this policy is available on the force intranet, should additional information or support be needed in completing these then the Shared Service Centre 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). It is a personal but professional relationship based on mutual trust and respect, in which confidentiality is a key requirement.

It is a relationship of free choice and voluntary commitment. Both participants are responsible for both the conduct and success of the relationship. The nature of the Mentoring relationship varies according to the personal styles of both participants. It is also 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:

- Someone who has come back to work after a long period of absence

- Someone who wants to build on their confidence at work

- Someone who wishes to enhance their job related knowledge and skills

- Someone who requires assistance in managing a difficult transition

- Someone who wishes to seek a new direction in their career

- Someone who is applying for promotion

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 reflects as well as get access to their knowledge and / or feedback on personal performance.

The Scheme will underpin the Everyone Matters Programme aims of ensuring our working environment is supportive and inclusive of all, enabling officers and staff to develop and flourish.

Line managers should proactively support the Mentoring Scheme by identifying and encouraging staff who they feel could benefit from a Mentoring relationship. Time for meetings should be allowed as part of the working day if needed and line managers and supervisors should be supportive of this. It is anticipated that meetings will also happen outside working hours. There is however, an expectation that those being Mentored will feed outcomes from the Mentoring discussions into their formal development plans as well as monthly and annual reviews.

3.2 Benefits of Mentoring

➢ Mentee Benefits:

- Increases the Mentee's self-reliance
- 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
- CPD opportunity to practise communication and personal skills
- Helps to develop the Mentor's leadership qualities.

➢ Organisation Benefits:

- Promotes more motivated and confident employees with an improvement in employee retention
- Creates a more positive work environment
- Promotes a sense of teamwork and learning within the organisation
- Increases understanding of diversity and inclusion, particularly in leadership roles

3.3 Eligibility

The Mentoring Scheme is available to everyone within Cleveland Police. It is recognised within the organisation that only small numbers of staff will require access to the Mentoring Scheme at any given time and therefore the demand on Mentors should be relatively steady. However, the demand will be monitored and additional Mentors will be encouraged to train should the initial numbers be insufficient.

3.4 Key Responsibility

It is the responsibility of both Mentor and Mentee to maintain the values, standards and principles of Cleveland Police. The Mentoring relationship should be of proactive and professional manner and both participants must adhere to the Police Code of Ethics.

3.5 Confidentiality

Information exchanged during the Mentoring relationship must be treated as strictly confidential in order to be effective; the Mentoring relationship needs to be based on trust. It is down to the discretion of individuals as to whether or not Mentoring sessions should be documented. Mentors will not provide any information on the Mentee to line managers or anyone else without the Mentee's prior knowledge and consent. Likewise, Mentees must respect any personal information shared with them by their Mentor. Confidentiality should be upheld at all times except where disciplinary or unlawful issues are revealed or where there is a genuine concern for a person's wellbeing.

4. How the Scheme Works

4.1 Application and acceptance of Mentors to join the Scheme.

Becoming a Mentor is open to anyone within the Force. Mentors with the right combination of skills, experience, credibility, and enthusiasm for the Everyone Matters Programme of inclusion 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 courses will run infrequently)
The application form is available from the force Mentoring Site. Applications must be supported by a line manager.

All applicants will be provided with initial training before undertaking the Mentoring role (see section 5.0 below).

If there are not sufficient places on the training programmes, prioritisation will be made by the Workforce Planning Board or the Learning and Development Board. A waiting list will be used to organise further training programmes.

Once trained, Mentors may take up to a maximum of 3 Mentees at any one time, taking into account factors such as work based priorities and personal commitments.

4.2 Registration and acceptance of Mentees to join the Scheme.

Individuals interested in taking part in the Mentoring Scheme as a Mentee should identify what their aims are, record them on the Mentee registration form available from the force Mentoring site and send to the Mentoring Scheme 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 their line manager. In the unusual situation that this is not the case, a potential Mentee should speak to the Mentoring Scheme Co-ordinator in confidence.

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

Once accepted, Mentees will receive an email invitation with details of how to access the Self-Service Mentoring Portal to identify potential Mentors. This gives the list of possible Mentors and short biography of each.

4.3 Pairings

Mentors may take on up to a maximum of 3 Mentees at any one time. Each Mentee chooses the most appropriate Mentor for them. Once a Mentee has identified a Mentor with availability, they contact the Mentor direct. The process will be overseen by a Mentoring Scheme 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. Once they are content with their pairings 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 scheme 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 taken into account. 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 up to a maximum of 12 months. However it can be shorter, depending on the goals.

4.5 Reviewing the Mentoring Process

The Mentoring process should be reviewed between the Mentor / 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 Scheme 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 Scheme Co-ordinator the first Mentor will provide any necessary and relevant information to facilitate the Mentee's transition.

4.6 Closing the Mentoring relationship

After 12 months 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. The end of Mentoring review form is available on the intranet and once completed it should returned to the Mentoring Scheme Co-ordinator and will be treated confidentially.

5. Training, Briefing and Support

5.1 Training of Mentors

New Mentors will be given a training programme 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 Scheme Co-ordinator or a member of the HR department will discuss options with the individual.

5.2 Support for Mentors

Mentors will be encouraged to develop their own support networks supported by the Mentoring Scheme Co-coordinator. Support will also be available from the HR team and

Mentors will be invited to a 6 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 Scheme either as a Mentor or Mentee will be kept for future references.

7. Appendices

There are no appendices to this policy all forms and supporting documents are available on the force Mentoring Site.

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 will monitor the implementation of and compliance with this policy on an on-going basis.

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 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	███████