



HDN Mentoring Programme

The following information is intended to outline the process of recruitment and delivery of the CIPD award winning HDN Mentoring Programme. The programme is designed to support participating staff to maximise their potential, increase their contribution at work and manage change in challenging times. Through a combination of one-to-one meetings with an external mentor and group workshops for mentees in local regions, individuals work towards their personal development objectives.

Programme objectives

The objectives outlined below are for all mentees. Individuals will also have their own personal objectives which they can address in their one-to-one meetings with their mentor.

1. Increase self-awareness
2. Improve confidence
3. Expand networks
4. Explore career aspirations and options
5. Increase awareness of wider sector issues
6. Enhance understanding of Unconscious Bias, Diversity and Inclusion

Organisation benefits

Participating organisations derive multiple benefits from mentoring, which centre on having staff who are more effective, more motivated, more confident, more knowledgeable, more diverse and more productive.

Who can participate?

The mentoring programme is open to all organisations however, it is also a membership benefit for HDN members.

Organisations who are not HDN members (if you are unsure whether you are a member please check the [HDN website](#) for a list of members) can put forward any number of mentees at a cost of £1000.00 plus VAT per person, and mentors freely to participate they will be briefed and trained for the role.

Members can select an agreed number of mentees who are usually of a level up to and including first line management. However, members now have the option to include senior managers within their agreed number of mentee places or to pay for extra places.

Managers may choose to participate in the full programme or to simply take advantage of the one-to-one sessions with a mentor. If you are not participating in the group workshops – please note any references to classes in this document do not apply to you.

There are many reasons managers may choose to participate which include wanting to develop themselves, to lead and support staff through critical changes, build on their skills, to discuss alternative approaches, to reflect and challenge themselves and to increase their own resilience.

Why do people become a mentor?

Mentors are experienced professionals of senior and management levels, who want to give up their own time to support others. Often because of the support and inspiration they themselves have received earlier in their career people want to “give back”.

Benefits of being a mentor include:

- Sharing their knowledge, expertise and experience
- Employing, practicing and developing their coaching and mentoring skills
- Opportunity to gain a better understanding of people development
- Opportunity to continue their own learning and personal development

What we look for in a mentor

Experience of managing others is useful however, it is more important for a mentor to want to develop others, as is strong commitment to valuing diversity. Some useful skills and qualities of great mentors are listed below – this list is not exhaustive nor is any one person expected to embody them all.

Skills a mentor will find useful in a mentoring relationship include building relationships, listening, questioning, sensitively challenging, identifying options, setting boundaries or expectations, clarifying objectives, focusing, action planning, being creative and reflecting.

Qualities of a helpful and successful mentor include being patient, giving encouragement, being open and honest, empowering mentees to lead sessions, creating a confidential space, showing an interest in the mentee, remaining objective and supporting to self-reflect.

Why apply to be a mentee?

Mentees join the programme for many reasons these include:

- To gain confidence and build resilience

- To explore their options for current work and future opportunities
- To learn new skills and build on current skills
- To meet new people from the sector and share learning
- To focus on their own development

What can you expect from HDN and your regional coordinator?

- A careful matching process to ensure suitable mentors are matched with all mentees.
- A briefing to all mentees and mentors (particularly new mentors) at the start of the programme. This could include relevant training for mentors depending on experience.
- To ensure and maintain the excellent calibre of mentors on the programme, an organisational or personal endorsement will be sought via the application process.
- A Personal Development Log (PDL) is provided for all mentees to complete. The PDL provides a framework to help prepare for meetings and workshops, it provides space to record any actions and can be used to reflect on learning.
- Four mentoring workshops – covering a range of areas related to development, current challenges and action planning for the future.
- Support for mentees and mentors to address queries throughout the programme.
- DISC based psychometric exercise.
- Regular check-ins with mentees at workshops to ensure the programme is running smoothly, address queries and time to reflect and share any learning.
- Regular communication with participating organisations throughout the programme.
- Where established, regular meetings with steering groups to help guide, support and share feedback on the programme.
- An evaluation survey at the end which provides the opportunity to give direct feedback to HDN on all aspects of the programme.
- A celebration conference for participants at the end of the programme to present their achievements, hear from speakers, celebrate with colleagues and receive their certificates of achievement.

Commitment expected from a Mentor

Attendance of a half day training or briefing session before the start of the program which cover expectations, roles and structure and content of the programme.

Mentors are expected to commit to five meetings with their mentee over a ten month period. Setting aside a minimum of 1-2 hours for each meeting is usual but this may vary depending on mentee requirements.

It's important that mentors prioritise and set time aside for meetings with their mentee, and to focus without distraction consider meeting in a neutral space. This will help mentees gain confidence, feel valued and achieve their goals.

The meetings are held at mutually agreed venues however, mentees will be advised they may need to travel to their mentor's location.

Commitment expected from a Mentee

- Every mentee is expected to be committed to their own personal development, be open to the support, guidance and feedback of their mentor and to complete the programme.
- It is essential for a mentee to also have a commitment to valuing diversity to be able to make the most of inclusive group workshops.
- Every mentee is expected to give thought to their objectives and prepare for meetings with their mentor appropriately. As well as being proactive when arranging meetings and following up on actions agreed at meetings with their mentor to make the most of the opportunity.
- Mentors give their time freely, so are expected to be treated with respect. Meetings with them should be prioritised and only be cancelled or rearranged in emergencies.
- To respect and consider fellow mentees, facilitators and other mentors participating in the group workshops to ensure you all gain the most from each other and the programme.
- All mentees must attend a briefing session on the structure and content of the programme.
- Mentees are expected to attend five meetings with their mentor, four workshops and a national celebration conference at the end of the programme.

Organisations can support by:

- Promoting the programme internally.
- Selecting appropriate mentees and mentors to participate in the programme and where possible, to provide equal numbers of both.
- Encouraging participation from those who the programme could help to overcome barriers to progression.
- Linking the programme to any internal development plans and appraisals to both help identify mentees/mentors and to embed any learning in the workplace.
- Checking-in with their own staff for feedback and advising HDN or the coordinator of any concerns.
- Providing venues and speakers for workshops.
- Participating in steering groups.
- Enabling mentees to attend all parts of the programme and prioritising their participation.
- Supporting HDN in addressing concerns raised about their own mentees/mentors.

Application and Matching Process

The mentoring programme is open to all staff however, members can check internally for the number of places and for any internal selection/application process, particularly those who feel they face barriers to career progression.

A Mentee must obtain the permission and support of their line manager and organisation, see the line manager support statement section on the application form.

April – July Although expressions of interest are accepted all year round, mentor and mentee application forms are available from April via the HDN [website](#). To be accepted mentees must complete the application form, identify their objectives and include their line manager's supporting statement. Mentors should also complete the mentor application form. The closing date is July for each year's intake.

July – August Within four weeks of the closing date a notification will be sent to mentees and mentors regarding their acceptance and the next steps.

August – September mentees and mentors will receive contact details of their respective mentee/mentor from HDN and can then start arranging their first meetings.

September – October mentees and mentors will all be provided with a briefing about the program including:

- Programme structure and content
- Role of a mentor and mentee
- Mentoring tools & skills
- Mentor and mentee relationship and expectations
- Mentoring contract/boundaries
- Opportunity to ask questions

October – June mentees and mentors meet approximately five times and mentees attend four mentoring workshops.

Criteria for completion

Mentees should aim to complete the whole programme however mentees who complete a minimum of eighty percent will receive a certificate of achievement. However, in cases when this has not been possible please contact your coordinator or HDN.

HDN – your Network to Diversity

