



# Foundation for International Education

## Staff Mentoring Scheme: Guidance

**Why?** The Mentoring Scheme has been established as an opportunity to spend 'quality time' with someone with whom you do not work with closely and/or is not in your same reporting line. Research on mentoring has shown that the organisation overall can benefit as much as the individuals involved, such as increased productivity, retention, job satisfaction and synergy.

**What?** The mentor-mentee relationship is a two-way street -- a learning relationship in which both parties have something to offer. Team members can elect to participate as a mentor or mentee – or both. The main aims of the scheme are:

1. Strengthening of cross-departmental ties and collegiality
2. Career guidance and general professional development
3. Enhancement of the induction process for new employees
4. Knowledge transfer
5. Support and advice with a fresh perspective

**How?** We anticipate that pairs would meet 6 – 8 times per year for 60 – 90 minutes each session at mutual convenience. There is a small budget set aside for this programme that allows for the expensing of a drink or a coffee outside for this meeting if this is the setting that is most suitable for the pair. An annual fun mentor-mentee event will also be planned.

### **Understanding the Benefits**

#### Benefits to the Mentor

- Prompts reassessment of own views and awareness of views of new staff
- Prompts reflection on self-development and communication skills
- Broadens perspective of supporting colleagues
- Gives development and understanding of mentoring skills
- Provides challenge and stimulation

#### Benefits to the Mentee

- Broadens perspective
- Builds confidence
- Helps self-knowledge
- Helps learner understand organisational protocol, values and culture
- Learns job more quickly
- Gives sense of value within organisation
- Provides 'safe' learning environment
- Establishes good working relationships

#### Potential Benefits for the organisation

- Contributes to the development of a 'learning organisation'
- Enables staff to realise potential more quickly
- Provides good development activities for mentors
- Helps recruit and retain staff and keeps them motivated
- Invests in and develops own people
- Improves relationships between departments
- Disseminates organisation's values and develops organisation's culture
- Enhances practice and culture of continuous development
- Helps discover talent/future potential among new staff
- Provides job satisfaction at success of learners (University of Worcester, 2008)

## **Keys to Success**

Mutual understanding and trust are key to the experience. Anything discussed in the meetings should remain entirely confidential. In addition, a clear understanding of what both parties intend to get out of the experience, overall commitment to the scheme, how/when meeting will be arranged, and content for those meetings should be mutually agreed.

There are a numerous resources on the web that you may wish to consult. One, in particular that has good information on listening/questioning skills and qualities of good mentors, is:

[http://careers.mmu.ac.uk/mentormatch/resources/mentoring\\_pack.pdf](http://careers.mmu.ac.uk/mentormatch/resources/mentoring_pack.pdf)

## Mentor Qualities

- Maintains confidentiality
- Excellent listening and responding skills
- Non-judgemental
- Objective outlook
- Advises rather than tells
- Has the 'mentee's' best interests at heart (Impact Factory)

## Mentee Expectations

- Meet with them on a regular basis - whether fortnightly, monthly, quarterly, etc
- Set clear objectives
- Rely on mentors for guidance, not answers
- Be honest
- A mentor isn't a dumping ground (Impact Factory)

## **Setting Objectives**

In the first meeting, topics should be outlined as well as an understanding of what the pair hopes to achieve. These might be career, organisation or professional or personal development objectives. Ideally, this should be put in writing between the pair.

## **Ending the Relationship and Evaluation of Scheme**

The initial relationship is intended for 12 months. After one year, the coordinators will organise a more formal evaluation of the scheme and implement any needed changes. Whether the pairs continue on or not, or if new matches are made will be the result of mutual desires as well as the outcome of the evaluation process. If at any point in the process you would like to reach out to one of the coordinators for any reason, please feel free to do so. We hope and expect the relationship will continue for the full year, but if you experience any issues please let a coordinator know.

## **Scheme Coordinators**

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## **Bibliography**

Impact Factory. (n.d.). *Coaching and Mentoring*. Retrieved April 13, 2012, from Impact Factory Website:

[http://www.impactfactory.com/gate/coaching\\_mentoring\\_skills\\_training\\_development/freegate\\_1825-1104-1118.html](http://www.impactfactory.com/gate/coaching_mentoring_skills_training_development/freegate_1825-1104-1118.html)

University of Wocester. (2008). *Mentoring Handbook*. University of Wocester.