

Mentoring Scheme Guidelines



Mentoring Oversight Group

Academic Libraries North

2022/23

Table of Contents

| | |
|--|----|
| 1. Introduction to ALN Mentoring | 3 |
| 1.1 Scope and purpose | 3 |
| 1.2 Objectives | 3 |
| 1.3 Eligibility criteria | 4 |
| 2. Getting involved in ALN Mentoring..... | 4 |
| 2.1 About mentoring..... | 4 |
| 2.3 Starting your mentoring partnership | 5 |
| 3. Guidance for mentees | 5 |
| 3.1 Applying for mentoring | 5 |
| 3.2 Preparing for your mentoring session..... | 5 |
| 3.3 In the meeting | 6 |
| 3.4 After the session – reflection and review | 6 |
| 3.5 Ending your mentoring partnership | 6 |
| 4. Guidance for mentors | 7 |
| 4.1 Applying to become a mentor..... | 7 |
| 4.2 Preparing for your mentoring session..... | 7 |
| 4.3 In the session..... | 8 |
| 4.4 After the session – reflection and review | 8 |
| 4.5 Ending your mentoring partnership | 9 |
| 5. Matching process | 9 |
| 6. Operational matters | 11 |
| 6.1 Maintaining the scheme | 11 |
| 6.2 Promotion and recruitment | 11 |
| 6.3 Record-keeping and confidentiality | 11 |
| 6.4 Establishing mentoring partnerships..... | 12 |
| 6.5 Support and training | 12 |
| 6.6 Evaluation and review | 12 |
| 6.7 Complaints | 12 |
| 7. Management of the scheme: roles and responsibilities..... | 13 |
| • Handle any queries about the scheme. | 14 |

| | |
|--|-------------------------------------|
| 8. Success factors and how they are measured | 14 |
| Appendices..... | Error! Bookmark not defined. |
| Appendix 1: Mentee application form..... | Error! Bookmark not defined. |
| Appendix 2: Mentor application form..... | Error! Bookmark not defined. |
| Appendix 3: Equality and diversity monitoring form..... | Error! Bookmark not defined. |
| Appendix 4: Mentoring partnership agreement | 16 |
| Appendix 5: Evaluation form for mentees – current partnerships | 18 |
| Appendix 6: Evaluation form for mentees – concluded partnerships | 19 |
| Appendix 7: Evaluation form for mentors – current partnerships..... | 19 |
| Appendix 8: Evaluation form for mentors – concluded partnerships..... | 20 |

These guidelines are based on SCONUL’s ‘Leading Libraries, SCONUL Mentoring’ document from October 2017 and the M25 Consortium of Academic Libraries Mentoring Scheme Guidelines. Both have been adapted to suit the ALN Consortium’s mentoring scheme. ALN also gratefully acknowledge expert input from Karen Hickman ([Yorkshire Accord](#)).

1. Introduction to ALN Mentoring

1.1 Scope and purpose

The ALN Mentoring Scheme is voluntary and is open to all staff in the consortium's member libraries.

The scheme will dovetail with [SCONUL's mentoring scheme](#) for senior staff.

The core purpose of the scheme is to support library staff in their professional growth by facilitating mentoring relationships with more experienced colleagues.

The scheme also aims to support the progression of LGBTQ+ and BAME staff by giving mentees the opportunity to be matched with a mentor from a specific group or background.

Both partners in the mentoring relationship will learn and gain from the experience, and this in turn will sustain a continuous learning cycle within the Consortium.

This will be achieved by:

- Promoting the ALN scheme as a valuable tool within an individual's own development portfolio.
- Managing a process within which those seeking a mentor can be supported in identifying a suitable partner.
- Providing guidance and support for those participating in the ALN mentoring scheme.
- Providing opportunities for mentees to be matched with a mentor from a specific background or group.
- Monitoring and evaluating the scheme to deliver continuous improvement and demonstrate impact.

1.2 Objectives

Our objectives are:

- To promote mentoring across the ALN community.
- To recruit and match mentees with mentors according to the scheme's eligibility criteria.
- To support mentors and mentees in making the most of the partnership.
- To enhance the personal and professional growth of mentees through their contribution to the mentoring partnership.
- To draw on the learning and experience of mentors for the benefit of mentees and the wider academic library sector in the north.

- To develop the scheme through an optional process in which mentees may become mentors in their turn.
- To demonstrate the impact of the ALM scheme through continuous monitoring and evaluation.
- To maintain awareness of best practice in mentoring and ensure that the ALN scheme continues to meet the highest standards.

1.3 Eligibility criteria

ALN Mentoring is aimed at non-senior library staff. Senior library staff looking for a mentoring scheme to support progression into leadership roles are encouraged to use the SCONUL mentoring scheme.

Mentors should have at least two years' experience at a level equivalent to or higher than the proposed mentee. Mentors and mentees must be working for an ALN member library to apply to the scheme and have approval from their line manager to take part.

These eligibility criteria are guidelines, and the ALN Mentoring Oversight Group will use its discretion and common sense when proposing a partnership.

2. Getting involved in ALN Mentoring

This section provides some general guidance for mentors and mentees participating in ALN Mentoring.

2.1 About mentoring

The ALN scheme follows the general guidance provided by SCONUL for their leadership scheme. In their guidance SCONUL defines mentoring as “a professional relationship in which an experienced person (mentor) assists another person (mentee) in developing specific skills and knowledge that will enhance the mentee’s professional and personal growth. It is an effective way of helping people to progress in their chosen career, and is a helpful relationship based upon trust and respect.”

2.2 How mentees can apply

There will be two application rounds per year. Application forms are available from the ALN website. The ALN Mentoring Oversight Group will confirm receipt of your application and contact you if there are any queries. Mentees should normally expect to receive a response within four weeks. After reviewing your application, a match from our pool of mentors will be recommended to you. If you wish to proceed, the mentor will be notified and will make arrangements for an initial introductory meeting.

Mentors will be added to the ALN Mentoring register. Mentors will be contacted as soon as a potential match with a mentee has been identified. This may be very quickly or may take some time.

2.3 Starting your mentoring partnership

Once a mentoring partnership is agreed, you should let the ALN Mentoring Oversight Group know that you are starting work together. This will assist record-keeping and monitoring. Both partners should then develop and sign a Memorandum of Agreement. There is an example included at Appendix A4 – this text is a suggestion only, and you can develop your own agreement if you prefer. The important thing is that as you embark on your mentoring partnership you consider some ground rules together and clarify your expectations of one another. It is particularly important to agree how you will maintain confidentiality within the process. You should also consider the frequency and nature of your engagements. ALN recommends a meeting of 1.5-hours every 4-6 weeks over a suggested timescale for the initial relationship of 6-12 months. You may find it easy to meet face-to-face, or you may prefer to use the phone, Teams, Zoom or other means of connection. You might discuss whether you feel it appropriate to be in touch between the arranged sessions, and how (email, social media, etc.). And you should consider how and when you want to review your partnership – how will you know when you have finished?

3. Guidance for mentees

The following notes are intended as a guideline to help you think through your role as an ALN mentee. There is no one way of doing this, and ALN is not prescriptive in its approach. The main thing is that you should make the most of your opportunity to spend time with someone whose professional experience can benefit you, and whose constructive support and challenge can help you see your own situation more clearly.

3.1 Applying for mentoring

Think about what you want to achieve, and whether mentoring is right for you at this time. What support (or otherwise) are you getting from your line manager or other colleagues? Can you clearly articulate your goals? What are your expectations of this relationship – what is it that you need from your mentor? Does this tell you anything about the kind of person (and maybe their background) that you want to work with? Are you happy to give the necessary time to make your partnership work for you? Your mentor will be making a commitment to you for whatever period of time and pattern of engagements you agree between you, and you want to ensure you can make the most of this.

3.2 Preparing for your mentoring session

Try to set out clearly what it is you want to achieve in your mentoring partnership, and your development goals. Don't worry if it feels a bit foggy to begin with, as your mentor will be able to help you clarify these questions.

- What do you want to achieve specifically in this meeting? How will you know that you've succeeded?

- What does your mentor need to know about you? What career highlights (or lowlights) might be relevant to your situation today? What are your strengths and weaknesses? Would others who work with you agree?
- What has been going on for you recently? What has happened / what have you thought about since your last meeting?

3.3 In the meeting

Remember that this is your meeting (or phone call, or online session). Your mentor will want to understand your purpose in seeking mentoring and will be doing what they can to help you make progress, so it's up to you to drive the agenda. Your mentor will ask questions. Do your best to answer honestly, and to keep an open mind if something is said that you find uncomfortable. Take some time to reflect, to check your understanding of their question, and to ask questions of your own. You don't have to agree with everything your mentor says – but you do need to try and understand and reflect on it. Ask for what you need – but remember your mentor doesn't have all the answers. They may have had similar experiences and can describe what they did (or didn't do) and what did (or didn't) work for them. You can learn from their mistakes as well as their successes. Your mentor may also be able to put you in touch with other people or organisations who could help you move forward or suggest activities that you could become involved with.

3.4 After the session – reflection and review

How did your mentoring dialogue go? Are there ways you could use your time together more usefully in future (things to focus on, things not to get stuck on)?

- Is there anything you don't understand or feel unsure about? Why might this be?
- Was the balance right (between each of you talking, listening, reflecting)?
- What will you do as a result of this engagement?
- What do you need to think about / reflect on?
- Where are you with your original goals/concerns? Have you made progress? Have the goals changed?

3.5 Ending your mentoring partnership

You will have considered at the start of your partnership how frequently you want to engage with your mentor, and over what period; and you may have changed this by mutual agreement at some point along the way. You should be ready to indicate to your mentor when you feel it is time to draw things to a close – this is usually evidence of successful work together, and your mentor should not feel concerned if you are ready to finish. Let the ALN Mentoring Oversight Group know when you have concluded your work together, to assist in record-keeping and monitoring of the scheme. When you have successfully concluded

work with a mentor, you may of course continue to be in touch with them, through social media or other informal routes (an occasional coffee for example). This is for you to agree together.

If the partnership is not going well for any reason, you should raise this honestly and openly with your mentor. It is quite possible that they feel the same, and in any case, they should be prepared for a partnership not to work on occasion. Ideally you should explore together whether there is anything that either of you might do differently to help the partnership to become more effective. It may also be that one or other of you finds that their circumstances have changed so that they simply cannot honour the original commitment to the partnership – in which case again this should be raised straightforwardly. If you feel that you do not wish to continue in a particular partnership for whatever reason, you can recognise this amicably and agree to conclude your work together. Again, please let the ALN Mentoring Oversight Group know that your partnership has come to an end, and you will be supported in identifying an alternative mentor. As a final step, why not consider becoming a mentor yourself? This might be formally through ALN, or perhaps your workplace has a scheme, or just reflect on how your mentor has helped you and think about whether you know people who might benefit from your support in a similar role.

4. Guidance for mentors

The following notes are intended as a guideline to help you think through your role as an ALN mentor. There is no one way of doing this, and ALN is not prescriptive in its approach. The main thing is that you should both support and challenge your mentee and help them to benefit from your experience (including your mistakes and subsequent learning, as well as your successes).

4.1 Applying to become a mentor

Think about the role of mentor, and how they differ and overlap. Think about your own previous experience of any of these roles, either as receiver or provider. What approaches and techniques might be useful in your role as a mentor? What elements do you want to avoid? What experiences can you bring to the partnership that might be helpful to your mentee? Think especially about when you moved from one role to another, and the steps along your professional journey. What helped you to make those moves? Is there anything you might have done differently, in retrospect? Are you happy to give some of your time to this process? You and your mentee will agree together how frequently and over what period you want to engage – but you are making a level of commitment by putting yourself forward as a mentor, and you need to feel sure that you can accommodate this appropriately.

4.2 Preparing for your mentoring session

- What do you know about your mentee (their background, previous roles)?
- What have they said about their goals and challenges?
- What have they ‘not’ said that you might want to explore with them?

- What do you need to learn more about to understand their situation better?

4.3 In the session

Remember this is the mentee's time – they should drive the agenda. As well as supporting and challenging them as a mentor, your role is to hold the process, keep track of time, and check that your mentee has had a chance to cover everything they wanted to raise in this conversation. Think about the questions you might ask to help guide the discussion. You might want to open things up and help your mentee to see a bigger picture, so consider open questions such as:

- Tell me more about ...?
- Are there other ways you might approach ...?
- What else was going on there? How did you feel about ...?
- Why might that be?
- At other times you might need to help your mentee to focus, so a different approach might be needed, such as:
 - What do you need to focus on right now? Today? This year?
 - What is most important for you?
 - When do you need to do ...?

Remember to listen – actively – to what your mentee is saying, and check your understanding regularly (e.g. 'so what I think I heard you say is... Is that right?' 'Can you clarify what you mean by...'). Keep your own experiences (current and previous) in mind while listening to your mentee and bring these in at an appropriate moment if you feel that your mentee might benefit. Are there practical things you can do to support your mentee, such as put them in contact with people or suggest things they could read? Are you (or your contacts) involved in anything they could join in with and benefit from? As the mentoring session closes, you should confirm actions and next steps with your mentee, for example:

- What is the mentee going to do / think about / try out after this meeting?
- Are there actions for you?
- Date of next engagement, etc.

4.4 After the session – reflection and review

How did the mentoring dialogue go? Are there ways you could use your time together more usefully in future (things to focus on, things not to get stuck on)?

- Is there anything you don't understand or feel unsure about? Why might this be?
- Was the balance right (between each of you talking, listening, reflecting)?
- What about actions? If you've ended up with all the actions, you might want to re-think.
- Have you been able to help your mentee see things more clearly? Have they made any progress with their original goals and concerns? Have these changed at all?
- Have they gone away with something practical to focus on?

4.5 Ending your mentoring partnership

You will have considered at the start of your partnership how frequently you want to meet, and over what period; and you may have changed this by mutual agreement at some point along the way. Your mentee should normally take the initiative to indicate when they feel it is time to draw things to a close – this is usually evidence of successful work together, and you should not feel concerned if they are ready to finish. However, you might need to take this initiative yourself if you sense that you have made as much progress as feels reasonable. Let the ALN Mentoring Oversight Group know when you have concluded your work together, to assist in record-keeping and monitoring of the scheme. When you have successfully concluded work with a mentee, you may of course continue to be in touch with them, through social media or other informal routes (an occasional coffee for example). This is for you to agree together. If the partnership is not going well for any reason, you should raise this honestly and openly with your mentee. (It is quite possible that they feel the same, but they may feel more anxious than you about raising the issue.) Ideally you should explore together whether there is anything that either of you might do differently to help the partnership to become more effective. It may also be that one or other of you finds that their circumstances have changed so that they simply cannot honour the original commitment to the mentoring partnership – in which case again this should be raised straightforwardly. If you feel that you do not wish to continue in a particular partnership for whatever reason, you can recognise this amicably and agree to conclude your work together. Again, please let the ALN Mentoring Oversight Group know that your partnership has come to an end, and if appropriate confirm that you are available to work with a new mentee. And don't forget that you can seek a mentor of your own at any stage, either via the ALN or SCONUL scheme or independently, depending on your level of experience. Learning and development are continuing processes.

5. Matching process

This section details the process to be undertaken when seeking to match mentee applicants with potential mentors. It is anticipated that applications will be received electronically. The ALN Mentoring Oversight Group will receive these applications for processing and record-keeping.

1. The ALN Mentoring Oversight Group Chair, via the ALN Development Managers (academiclibrariesnorth@sconul.ac.uk) will receive and acknowledge all mentor and mentee

applications in the first instance, check eligibility and update the confidential Partnerships Register with new mentors and 'pending' mentees.

2. The ALN Mentoring Oversight Group Chair, via the ALN Development Managers (academiclibrariesnorth@sconul.ac.uk) will circulate mentee applicant details to the ALN Mentoring Oversight Group members with the current version of the register.
3. The Group will review the application together, taking account of the following:
 - a. Is the mentee known to any of us, and if so a) can we take account of this positively in considering the matching and b) have we addressed any conflicts of interest (e.g. by someone standing aside from a particular matching discussion)?
 - b. Do the mentee's general goals as outlined on their application form appear to match the experience offered by the proposed mentor(s)?
 - c. Does the mentor have sufficient similarity of background to be credible in understanding the mentee's situation?
 - d. If the mentee has requested the mentor be from a specific background or group, does the match take this into account?
 - e. Does the mentor have enough additional experience to be able to offer advice and support?
 - f. Is the mentor sufficiently different from the mentee to be able to provide an objective distance and challenge?
 - g. Does this work geographically and in terms of any other preferences, considerations and constraints?
 - h. Are we as sure as we can be that the mentor does not have any line management responsibility for the mentee, or other (perceived, potential) influence that could affect (perceived) impartiality?
 - i. Are there any other considerations mentioned by either the mentee or the mentor to support this match, or that give us pause for thought?
4. Agreement should be reached on one or more possible mentor matches for the mentee applicant.
5. The ALN Mentoring Oversight Group Chair, via the ALN Development Managers (academiclibrariesnorth@sconul.ac.uk) will provide the mentor options to the mentee for them to follow up and confirm the outcome back to the ALN Mentoring Oversight Group. The guidance to mentees indicates that an outcome will be provided to them within four weeks of receiving their

application. If this is not feasible the mentee should be kept up to date with progress, and / or the guidance updated to reflect a more realistic timescale in the light of experience.

6. The ALN Mentoring Oversight Group Chair, via the ALN Development Managers (academiclibrariesnorth@sconul.ac.uk) will keep the register updated so as to keep track of pending proposals and record confirmed matches. This updated register will be provided to the ALN Mentoring Oversight Group in advance of each new matching discussion.
7. Every effort will be made to find a suitable mentor for mentee applicants. It may be necessary to recruit new mentors. The ALN Mentoring Oversight Group may consider a direct approach to possible candidates if there is currently no one suitable on the register or ask a mentor to accept more than one mentee.
8. Over time, records should be kept of the number of mentees each mentor has worked with, to ensure that no one is under- or over-committed. Again, further mentors may need to be recruited on occasion, targeted perhaps in particular geographic areas, or with particular backgrounds / characteristics.

6. Operational matters

This section summarises the overall shape of the scheme and includes various operational elements which are important but not covered elsewhere.

6.1 Maintaining the scheme

The operation of the scheme will be reviewed after one year. In the short-medium term there is likely to be a periodic recruitment drive for mentors, and a launch to introduce the scheme to ALN members. ALN representatives will be encouraged to promote the scheme within their institution and to identify potential mentors. When mentees have concluded their partnerships, they will be approached in due course and invited to consider becoming mentors. The evaluation form included with this scheme invites mentees to consider becoming mentors.

6.2 Promotion and recruitment

ALN Mentoring will only be successful if eligible people know about it, understand its purpose, and want to participate. A full set of information about the scheme is being made available on the ALN website, with individual documents and forms available for download. It is expected that a relatively large number of mentee applications will be received at the start of the scheme, with a steady trickle thereafter. A mentee application form is included as an appendix.

6.3 Record-keeping and confidentiality

ALN will need to ensure that all records kept in connection with ALN Mentoring are managed in accordance with Data Protection legislation. This is of course particularly important with respect to the proposed Equal

Opportunities form that mentor and mentee applicants are invited to complete and return. The application forms ask applicants to confirm their agreement that data provided will be shared with those administering ALN Mentoring, and with any potential mentees and mentors. The issue of confidentiality is stressed throughout the scheme documentation, and in particular with respect to the Mentoring Partnership Agreement. Please visit the Consortium's website to read our [privacy policy statement](#).

6.4 Establishing mentoring partnerships

The scheme includes a proposed approach to matching mentees with potential mentors. This may of course be refined in the light of experience and feedback from scheme participants. The ALN Mentoring Oversight Group responsible for matching, will operate largely in virtual mode, and deal with mentee applications as and when they arrive rather than in batches, to minimise any delay. Ideally mentees will be offered a choice of one or more mentors, and it is up to the mentee to make the initial approach(es) and selection. Mentors will need to be prepared for this and recognise that not being chosen in a particular instance should not be taken amiss.

6.5 Support and training

The scheme includes general guidance for scheme participants together with more targeted support for mentees and mentors including some further reading. It is strongly encouraged that all ALN mentors take part in training. The ALN Mentoring Oversight Group will provide new mentors with advice on appropriate training at the time they apply. It's likely this will take the form of a face to face, online or recorded event led by experienced mentors from within the academic library community.

6.6 Evaluation and review

The scheme includes a set of 'success factors' with proposed means of evaluating each. Evaluation forms for mentees and mentors are included at Appendices A5 – A8 and will be sent to all who are currently in a partnership, or who have concluded a partnership within an agreed period (as a retrospective view can be valuable in different ways from the immediate response). The ALN Mentoring Oversight Group will produce an annual report on the scheme for ALN Board, using anonymised and aggregated data, and this report should include recommendations for the ongoing enhancement and development of the scheme.

6.7 Issues & Complaints

The ALN Mentoring scheme is based on the well-established and successful SCONUL mentoring scheme aimed at leadership roles. The regional scheme has been developed in response to demand from non-senior staff for a similar scheme and is designed to meet the needs of ALN members. It is hoped that any queries or difficulties arising from engagement with the scheme can be resolved informally between the parties concerned. However, if this is not feasible the following should apply.

- **Issues:** Any issues which arise about ALN mentoring should be directed to the ALN Mentoring Oversight Group in the first instance, via the ALN Development Managers by email at the following address: academiclibrariesnorth@sconul.ac.uk. Members of the Oversight Group will look to solve

the issue as quickly as possible, to avoid any delays in the mentor/mentee relationship. In terms of who handles issues/complaints and how these are escalated, it would be useful to discuss at our next meeting and probably also needs discussion by the ALN Steering group in relation to how we handle complaints more generally.

- **Complaints:** Any complaints about ALN Mentoring should be directed in the first instance to the ALN Development Managers by email at the following address: academiclibrariesnorth@sconul.ac.uk including as much detail as possible. The matter will be investigated by the ALN Mentoring Oversight Group, who will aim to respond within ten working days of receiving the complaint. Depending on the nature of the complaint, the Oversight Group may seek advice from or refer to the ALN Steering Group for a suitable response and support for any investigation needed. Complaints will be reported to the ALN Board as part of the usual reporting processes for ALN activities.

7. Management of the scheme: roles and responsibilities

This section outlines the roles and responsibilities of those managing the ALN Mentoring scheme. The ALN Steering Group is accountable for the success of the scheme. The Steering Group will:

- Receive an annual report on the scheme and act on any recommendations
- Present the annual report at an ALN Board meeting
- Allocate members to the ALN Mentoring Oversight Group
- Contribute to promoting the scheme.

The ALN Mentoring Oversight Group is responsible for overseeing the scheme, and in particular for matching mentees with suitable mentors. The Group comprises a chair (Board member), co-chair (Board member), ALN Development Manager, and two additional ALN members (can be non-Board members). The Group will:

- Undertake matching of mentees with mentors
- Carry out monitoring and evaluation of the scheme
- Review the operation of the scheme and propose amendments to the ALN Steering Group if needed
- Produce a brief annual report on the scheme for the ALN Steering Group and Board
- Flag any conflict of interest

- Respect the confidentiality of the scheme
- Support the ALN Steering Group in responding to any complaints about the scheme
- Ensure that appropriate support is in place for mentors and mentees
- On occasion, act as a sounding board for anyone experiencing difficulties with their mentoring partnership.
- Promote the scheme
- Receive and process applications from mentors and mentees
- Maintain records of mentors and mentees, together with information about partnerships (proposed, ongoing and concluded)
- Ensure that any personal information obtained in the course of administering ALN Mentoring is managed according to Data Protection legislation
- Administer the monitoring and evaluation process
- Maintain confidentiality over the process
- Handle any queries about the scheme.

8. Success factors and how they are measured

This section lists the success factors for ALN Mentoring, proposes evaluation criteria for each, and indicates how these are derived from the expected operation of the scheme.

It is anticipated that engagement will grow over time from a pilot in year one (academic year 2022-2023) to an embedded and sustainable scheme after three years, involving staff from all ALN member libraries.

| Success Factor | How measured | Monitoring and review activities |
|--|--|---|
| People know about the scheme and speak highly of it. | Enquiries and member surveys demonstrate year on year increase in awareness and engagement over the first three years of the scheme. | Ongoing record of general enquiries received. |

| | | |
|--|---|--|
| Eligible mentees apply to be matched with a suitable mentor. | Number of eligible applicants exceed 10 in year 1, 20 in years 2 and 3 | Mentee applicants referred to matching process. Note any deemed ineligible at this stage. |
| Eligible mentors are recruited in sufficient numbers to meet the needs of mentees. | Number of eligible applicants exceed 10 in year 1, 20 in years 2 and 3 | Mentor applicants added to the mentor register. |
| Mentoring relationships are established. | Number of active relationships established (cumulate over time note start dates). Number of successfully concluded relationships (cumulate over time note end dates, relate to start dates). Number of failed relationships less than 10% of overall totals | Record relationships registered with ALN after matching process concluded and both partners have accepted. Track start and end dates. Chase progress annually (if partnership is still live). Record any 'failed' relationships – and if there's any learning to be extracted. |
| Mentoring relationships work well for both partners. | Qualitative feedback on effectiveness of relationships (from both partners) – annual. | Annual review – seek qualitative feedback from both partners. |
| Mentees feel their needs were met in respect of any request to be matched with a mentor from a specific background or group. | Communication with the mentee during the matching process and qualitative feedback from the mentee – at close of partnership and annually. | Annual review of the scheme and feedback from mentee. |
| The scheme supports the progression of LGBTQ+ and BAME staff. | Equality and diversity monitoring form. | Annual Review as above. |
| Mentees feel that their goal has been met (and gained more besides?) | Qualitative survey of mentees – at close of partnership and then annually. | Annual Review as above. |
| Mentors feel they have made a positive difference (and gained something themselves?) | Qualitative survey of and mentors – as above. | As above. |
| Longer term – Mentees can point to positive changes in their | Longitudinal review | Annual review to include questions relevant to a closed |

| | | |
|--|---|--|
| (approach to) work resulting from their ALN mentoring experience (how they feel, confidence, outlook etc – may still be same job). | | partnership - so that feedback annually but only address questions that are relevant to the point they have reached in their mentoring work. |
| Longer term – mentees feel that their participation in ALN mentoring helped their professional development. | As above | As above |
| Longer term – mentees become mentors. | Information gathered at mentor recruitment stage. | Mentor recruitment form. |
| The scheme is straightforward to manage in terms of time, people and cost. | Qualitative feedback from those involved. | Annual review – internal, no form proposed for this. |

Appendix 1: Mentoring partnership agreement

This is an example of the kind of agreement you might wish to make. You should feel free to develop your own points and to change anything given as an example below; however, it is very important that you discuss confidentiality and confirm a shared understanding of your approach to this issue.

The agreement is probably best developed between you at or after your first engagement, – once you are happy that your partnership is right for you. The agreement itself remains confidential to the mentoring partners.

Mentee

Mentor

We agree to work together in a mentoring partnership.

We aim to have an engagement [which may not be a face-to-face meeting every time] X times over the next Y months [you may agree to extend or reduce your proposed schedule as your work together develops]

We will provide as much notice as possible in the event of a session having to be cancelled or changed.

The agenda for our work together will be set by mentee, and one of our first tasks will be to establish the mentee's goals for the mentoring process.

Mentor will seek to support mentee by listening actively, asking open questions, and challenging constructively. They will draw on their own experience, skills, knowledge, contacts, and networks to support the mentee in moving forward, while ensuring that the discussion remains focussed on mentee's situation.

Mentee will contribute actively to the discussion, retaining ownership of their issues and the possible ways forward. They will remain open to challenge and questioning by mentor but does not have to agree with everything that mentor might propose.

We will confirm our understanding of the issues discussed and any action points proposed, before closing our meeting.

At the end of each session, we will share thoughts on how the session went, being honest with each other to ensure that we can both make the most of our work together.

We agree to maintain confidentiality by:

- Keeping any meeting notes securely and not sharing them with others.
- Not repeating the content of our mentoring discussions to others, unless by mutual agreement.
- Respecting the confidentiality of any third parties who may be mentioned during our discussions.

We agree to contribute to the M25's monitoring and evaluation process by responding to occasional brief questionnaires. These will not ask for details of the mentoring discussions, and such details should not be included in any responses.

We will decide together when our mentoring partnership has reached its conclusion, and we agree to let the M25 know when this is the case.

We hope to work together constructively and effectively but recognise that sometimes a mentoring partnership may not work well for one or both partners. If this seems to be the case each of us agrees to raise the matter honestly and openly with the other partner. In this situation we will explore whether there is anything that either of us might do differently to help the partnership to become more effective. If we do not feel that we wish to continue in the partnership, we will recognise this amicably and agree to conclude our work together.

Signed

Mentee

Mentor

Date

Appendix 2: Evaluation form for mentees – current partnerships

ALN Mentoring was introduced in 2022/23, and we aim to evaluate the scheme over time to enhance and develop it for future participants. We are sending these forms to you as a participant in the scheme, and we are interested both in your immediate views of how the scheme worked (or didn't work) for you, and in your longer-term thoughts and feelings about any impact it may have had on your professional development over time. Please use a separate evaluation form for each mentoring partnership you are or have been involved in.

| |
|--|
| Name and contact information [optional] |
| How long have you been working with your mentor? |
| When do you expect your partnership to end? |
| Do you feel the partnership is going well? If so / if not*, why is this? |
| Do you feel you are making progress towards achieving the goals you set yourself at the start? |
| Do you feel happier / more confident in your current role as a result of working with your mentor? |
| Do you feel clearer / more confident about the next steps you want to take in your career as a result of working with your mentor? |
| Have you found the supporting guidance for mentees useful? Is there anything else you would like to see here? |
| Is there anything that ALN should do differently to improve the ALN Mentoring Scheme for future participants? |
| Are there any other points you wish to make about the ALN Mentoring Scheme in general or your participation in it in particular? |

Many thanks for taking the time to complete this evaluation form; your comments are extremely helpful to us in developing the scheme.

Please note that sometimes a partnership may not work well for one or both partners. If this seems to be the case for you, you should initially try to raise the matter honestly and openly with your mentor and seek to explore whether there is anything that either of you might do differently to help the partnership to become more effective. If this does not work, please contact the ALN office and we will do our best to identify a new mentor for you.

Appendix 3: Evaluation form for mentees – concluded partnerships

ALN Mentoring was introduced in 2022/23, and we aim to evaluate the scheme over time to enhance and develop it for future participants. We are sending these forms to you as a participant in the scheme, and we are interested both in your immediate views of how the scheme worked (or didn't work) for you, and in your longer-term thoughts and feelings about any impact it may have had on your professional development over time. Please use a separate evaluation form for each mentoring partnership you are or have been involved in.

| |
|---|
| Name and contact information [optional] |
| When did your partnership start / finish? |
| To what extent do you feel you achieved the goals you set yourself at the start? |
| Did your goals change as you worked with your mentor? |
| Do you feel that your partnership worked well? If so (if not) why was this? |
| Have you gained in other ways through your work with your mentor? |
| Is there anything in particular that your mentor did that was helpful to you? |
| Has your work with your mentor helped you to approach your current role more effectively? Please give brief details. |
| Have you obtained a new role since working with your mentor? If so, do you feel that your mentoring experience contributed in any way to this change? |
| Is there anything that ALN should do differently to improve the Mentoring Scheme for future participants? |
| Are there any other points you wish to make about the ALN Mentoring in general or your participation in it in particular? |
| Would you be willing to become an ALN mentor? (Please fill in the mentor application form) |

Many thanks for taking the time to complete this evaluation form; your comments are extremely helpful to us in developing the ALN mentoring scheme.

Appendix 4: Evaluation form for mentors – current partnerships

ALN Mentoring was introduced in 2022/23, and we aim to evaluate the scheme over time to enhance and develop it for future participants. We are sending these forms to you as a participant in the scheme, and we

are interested both in your immediate views of how the scheme worked (or didn't work) for you, and in your longer-term thoughts and feelings about any impact it may have had on your professional development over time. Please use a separate evaluation form for each mentoring partnership you are or have been involved in.

| |
|--|
| Name and contact information [optional] |
| How long have you been working with your mentee? |
| When do you expect your partnership to end? |
| Do you feel the partnership is going well? If so / if not*, why is this? |
| Do you feel that your mentee is making progress towards achieving the goals they set at the start? |
| Do you feel that you are making a difference by working with your mentee? |
| Are you gaining anything yourself from working with your mentee? |
| Have you found the supporting guidance for mentors useful? Is there anything else you would like to see here? |
| Is there anything that the M25 should do differently to improve the ALN Mentoring Scheme for future participants? |
| Are there any other points you wish to make about the ALN Mentoring Scheme in general or your participation in it in particular? |

Many thanks for taking the time to complete this evaluation form; your comments are extremely helpful to us in developing the scheme.

Please note that sometimes a partnership may not work well for one or both partners. If this seems to be the case for you, you should initially try to raise the matter honestly and openly with your mentee and seek to explore whether there is anything that either of you might do differently to help the partnership to become more effective. If this does not work, please contact the ALN office and we will do our best to identify a new mentor for your mentee.

Appendix 5: Evaluation form for mentors – concluded partnerships

ALN Mentoring was introduced in 2022/23, and we aim to evaluate the scheme over time to enhance and develop it for future participants. We are sending these forms to you as a participant in the scheme, and we are interested both in your immediate views of how the scheme worked (or didn't work) for you, and in your longer-term thoughts and feelings about any impact it may have had on your professional development

over time. Please use a separate evaluation form for each mentoring partnership you are or have been involved in.

| |
|--|
| Name and contact information [optional] |
| When did your partnership start / finish? |
| To what extent do you feel your mentee achieved the goals they set at the start? |
| Did the mentee's goals change as you worked together? |
| Do you feel that your partnership worked well? If so (if not) why was this? |
| Is there anything you might do differently in your work with future mentees? |
| Is there anything that ALN should do differently in order to improve the Mentoring Scheme for future participants? |
| Are there any other points you wish to make about the ALN Mentoring Scheme in general or your participation in it in particular? |

Many thanks for taking the time to complete this evaluation form; your comments are extremely helpful to us in developing the mentoring scheme.