IIRSM Mentoring Scheme
Stream 1: Mentor application guidance

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SECTION 1: APPLYING TO BE A MENTOR

APPLICATION TIMETABLE
IIRSM operates three application periods per year (Summer, Autumn & Winter). The timetable for the Summer 2020 application period is:

<table>
<thead>
<tr>
<th>Mentor application deadline</th>
<th>19 June 2020</th>
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<tbody>
<tr>
<td>Mentee application deadline</td>
<td>3 July 2020</td>
</tr>
<tr>
<td>Mentors and mentees matched</td>
<td>by 24 July 2020</td>
</tr>
</tbody>
</table>

You will need to complete the Mentor Application Form, which is available to download from the Mentoring Scheme webpage and email a completed copy to Holly Mulvihill-Clark, holly.mulvihill@iirsm.org, by 4pm on 19 June 2020.

ELIGIBILITY
Mentor roles are open to IIRSM Fellows (including Specialist) only, although Members (including Specialist) can apply if they can demonstrate consistent experience in developing others.

On receipt of your completed application form, we will review this to ensure all information has been provided and you meet the selection criteria.

Selection criteria
As part of the application process, you will need to demonstrate how you possess at least five of the following skills and qualities:

- ability to help people identify and develop SMART objectives
- good communication, including listening and questioning, skills
- ability to motivate
- ability to provide positive and constructive feedback
- stays up to date in their area of expertise
- undertakes appropriate continuous professional development in the remit of people development
- approachable and willingness to share relevant knowledge and experiences with the mentee
- trustworthy – will keep information and discussions confidential and promotes ethical business practices
- good understanding of IIRSM’s membership and opportunities for progression
- good IT skills – can use Skype etc. as an alternative to face-to-face meetings if required

Successful applications
If your application is successful, you may not be matched with a mentee immediately. It depends on how suitable your expertise is to the applicant mentees’ goals. However, we do aim to match 10-15 mentors and mentees per application period and if we are unable to match you immediately you will have the option to be matched in the future.

Unsuccessful applications
If your application is unsuccessful, you will be provided with feedback and invited to reapply at the next deadline.
Characteristics of an effective mentor

- connected
- knowledgeable
- interested
- credible
- motivating
- respected
- communicative
- empathetic
- experienced

Before completing the application form, please ensure you read this document carefully.
SECTION 2: ABOUT THE SCHEME

BEING A MENTOR

Mentoring is a method of helping someone less experienced reflect, learn and develop professionally. A mentee’s objectives might relate to:

- technical competences – for example understanding the organisational context, techniques to manage risk, developing strategy and policy, managing projects, data or stakeholders etc.
- leadership behaviours – for example influencing, collaboration or communication skills.
- career development – for example developing a strong CV, enhancing their LinkedIn profile, interview techniques, taking the next career step etc.
- how to progress through the IIRSM membership structure.

Benefits

Acting as a mentor provides you with the opportunity to:

- positively impact the performance and career development of someone else
- build and improve skills in developing others
- gain new insights from your mentee
- grow network

Mentee’s have the opportunity to:

- acquire new knowledge and skills
- improve self-awareness and confidence
- discuss challenges and aspirations with a neutral person
- gain insight from your experiences
- grow network

Responsibilities

Mentoring involves empowering, enhancing and facilitating rather than telling a mentee what to do. Mentors are responsible for:

- respecting confidentiality and promoting ethical behaviour
- establishing the ground rules at the beginning of the relationship, such as frequency and format of meetings and the responsibilities of the mentor and mentee, and ensuring these are adhered to
- ensuring ownership of the mentoring process lies with the mentee
- clarifying the objectives of the mentee
- encouraging the mentee to share their ideas for potential approaches and solutions to workplace challenges
- encouraging the mentee to reflect on past experiences to identify lessons learned
- sharing relevant knowledge and experiences with the mentee to help the mentee consider alternative approaches or solutions
- guiding the mentee into deciding the best course of action, through helping them evaluate the options available
- giving both positive and constructive feedback to the mentee
- promoting the importance of behavioural as well as technical knowledge and skills
- being organised and a good timekeeper to ensure all meetings are scheduled and kept to (requests to change any meeting date/ times to be done in advance)
• conducting regular reviews of the mentoring relationship with the mentee, to ensure it is still beneficial

Mentees are responsible for:

• respecting confidentiality, including disclosing information which could be commercially sensitive to their organisation with care, and behaving ethically
• committing to the ground rules
• proactively owning the mentoring process and not relying on the mentor telling them what to do
• documenting agreed objectives and actions
• preparing ideas for potential approaches and solutions to workplace challenges and discussing at meetings
• reflecting on progress and discussing this at meetings
• listening to and considering feedback
• taking action in between meetings to continually work towards achieving objectives
• being organised and a good timekeeper to ensure all meetings are scheduled and kept to (requests to change any meetings date/times to be done in advance)
• participating in a regular review of the mentoring relationship with the mentor, to ensure it is still beneficial

Mentoring vs. coaching
Like mentoring, coaching is another method of helping an individual reflect, learn and develop professionally. However, there are some distinct differences.

<table>
<thead>
<tr>
<th>Coaching</th>
<th>Mentoring</th>
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</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Coaching usually focuses on the development of a specific skill.</td>
</tr>
<tr>
<td><strong>Structure</strong></td>
<td>Coaching is a regular, structured intervention.</td>
</tr>
<tr>
<td><strong>Length of relationship</strong></td>
<td>Coaching relationships are usually relatively short-term. Once the objective has been met the intervention will no longer be required.</td>
</tr>
<tr>
<td><strong>Level of directiveness</strong></td>
<td>Coaches use non-directive techniques, meaning they do not tell the individual how to achieve a change but guide them in identifying the steps they need to take.</td>
</tr>
<tr>
<td><strong>Experience</strong></td>
<td>Coaches do not necessarily need experience of the individuals work area, but will need training or experience of coaching techniques.</td>
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</tbody>
</table>
LENGTH OF RELATIONSHIP, METHOD AND FREQUENCY OF MEETINGS

Length of relationship
Generally we expect mentors and mentees to be matched for a minimum of three months, however there are no set rules and the length of the relationship will be determined by the mentee’s objectives. Mentors and mentees are asked to review their relationship at regular intervals.

Method of meeting
As our membership is widely dispersed, mentors are not usually matched with mentees local to their area. Therefore, if face-to-face meetings are not logistically possible, mentors should be prepared to conduct meetings by telephone or video call.

Frequency of meetings
The frequency and length of each meeting is to be mutually agreed by the mentor and the mentee. It will depend on the mentee’s objectives, as well as the time both the mentor and mentee are able to commit.

At the beginning of the relationship it is likely that meetings will take place more frequently, to help clarify objectives and build rapport, with meetings becoming less frequent over time.

As a minimum, for the initial three-month period, we would expect mentors and mentees to meet at least three times.

If mentors are happy to be contacted by their mentees in between scheduled meetings, for example via email/ What’s App, this will need to be discussed during the introductory call (see Matching Process below).

MATCHING PROCESS
The IIRSM professional development team manages the process of matching mentors and mentees. A mentee is assigned to you based on the relevancy of your experience and expertise to their goals.

You can find out more about the matching process in Section 2 of the Mentor Handbook.

SUPPORT AVAILABLE DURING THE SCHEME
All mentors are issued with the Mentor Handbook which provides guidance on:

- The structure of the scheme
- Responsibilities
- Matching process
- Mentoring meetings
- Support and resources, including IIRSM’s Risk Management and Leadership Competence Framework
- How to contact the professional development team