A person with long hair and a blue sweater

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# Welcome

Thank you for offering your time to mentor a student on the Career Mentoring Scheme at Sheffield Hallam University.

The one-to-one nature of this scheme means you can personalise the support you can offer to suit your mentee’s goal. Some of the areas you may be able to help with include:

* exploring different career options or areas which interest your mentee
* providing relevant work experience to enhance their CV
* expanding their network of contacts

Your mentee will take the lead in organising meetings, setting the goals they want to achieve and negotiating how you can work together to achieve those goals.

## Support during the scheme

This handbook has been designed to support you throughout the scheme. The scheme co-ordinators are also there to help. Please keep the scheme co-ordinators informed of any achievements, updates or concerns throughout your mentoring partnership.

For activities, meeting and action plan templates, you can revisit the Career Mentoring Scheme website and log into the Resources section.

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### “We hope you find this scheme beneficial and enjoyable and that you will gain a lot from your involvement. We look forward to celebrating your achievements with you at the evaluation event at the end of the year. Good luck and keep in touch to let us know how things are progressing.”

Lennie Young, Scheme Co-ordinator

# Aims and process of the Career Mentoring Scheme

Mentoring provides you with the opportunity to use your skills, experience and knowledge to support a student as they make decisions about their future career. You will be there to offer advice and guidance, answer questions and work with them on specific tasks.

## Benefits to you

We believe our Career Mentoring Scheme can benefit you greatly in many ways, such as

* career development

Mentoring is becoming increasingly popular in modern business. You will receive introductory training to mentoring and the opportunity to practise this highly regarded skill. You will also polish your people management and relationship building skills.

* a new perspective

This is the chance to look at your job with fresh eyes. Learning on a mentoring scheme is usually a two way process – the mentee may have new ideas and knowledge to share.

* job satisfaction

As well as the satisfaction of helping others, previous years’ mentors have reported an increased sense of job satisfaction.

## Benefits to your organisation

There are also several benefits to your organisation.

* The mentees you help are potential customers and clients.
* By taking part in this mentoring scheme you will make mentees more aware of your organisation as a potential employer.
* Participation will demonstrate your commitment to promoting diversity and equality of opportunity.
* You will get to know a potential future employee. If you don’t currently recruit graduates, this will be a chance to see how they might benefit your organisation.

### This is a great opportunity to make a real difference to a student’s future.

# What does mentoring involve?

## The mentoring process

This diagram illustrates the mentoring process and the stages at which you can help your mentee progress their ideas and take action.

#### Skills and qualities used within the process

* identifying training and development needs
* auditing existing skill levels and identifying skill gaps
* identifying the information needed that will help the mentee make an informed and realistic decision
* signposting the mentee to sources of information
* introducing them to other contacts or discussing strategies for gaining the information/contacts required

#### Coaching

* questioning
* active listening
* accurate observation
* monitoring
* giving feedback
* counselling skills
* listening
* focusing
* drawing out
* paraphrasing
* questioning
* being non-judgmental
* motivating the mentee
* identifying the actions that can be taken to maintain the enthusiasm of the mentee

#### Giving and receiving feedback

* being non directive
* empowering the student to make their own decisions

#### Specialist skills include

* managing mentoring meetings
* building and maintaining rapport
* recognising behavioural and learning patterns
* career management
* managing stress
* problem solving

# Working with your mentee

## Things to do

Below are some suggestions for activities you can do with your mentee, derived from previous mentee/mentor relationships. These ideas act only as a guide for potential interactions as it is recognised that activities are dependent upon organisational regulations.

* Help with CV enhancement – advice and tips on how to develop, improve etc.
* Discussion of interview technique and ‘mock interview’ – a practice session can provide a useful tool for enhancing interview techniques.
* Discussion about your career progression/development – background information on your choices and how they developed can inform and inspire.
* Talking through the points on your job description – provides an opportunity for the mentee to understand your job role, typical tasks and the expectations/rewards or challenges involved.
* Review the organisational structure diagram – illustrates the career progression routes and widen awareness of career options.
* Discussion and reflection on mentee’s career choice(s) – encourages mentee to research career choices further/in a wider context.
* Email advice and information – useful when unable to meet on a one-to-one basis.
* Work shadowing of mentor/colleagues – in order to expand mentee’s knowledge of associated roles.
* Work experience placement – encourages in-depth research into career choice(s) and realities of the job role.
* Meetings with colleagues – potential networking opportunities, sharing of ideas, developing good working practice, new perspectives and ideas.
* Meetings with external clients, attend business lunches/networking events – develops business acumen and networking opportunities.

Through sharing your expertise and insight, you can help a student gain invaluable professional skills and knowledge.

# Managing an effective mentoring partnership

The mentoring partnership relies on mentor and mentee working together effectively. We realise that sometimes it is difficult to build this partnership initially and to form a bond.

## Develop an effective partnership

* Respect each other’s differences in personality, culture and approach – at all times keep an open mind.
* Actively listen to each other in order to encourage a two-way learning process.
* Be proactive and considerate when arranging meetings.
* Make the most of your mentoring partnership by preparing for meetings and setting clear objectives.
* Keep each other informed of progress to demonstrate your commitment to your mentoring partnership.
* Be honest in your opinions, but sensitive to each other’s feelings when giving and receiving feedback.
* Be prepared to negotiate differences in a diplomatic manner.
* If you value each other’s contributions, don’t be afraid to praise and thank each other.
* Try to resolve issues between you and your mentee, but if you need further support, don’t be afraid to ask one of the scheme coordinators.
* Remember this partnership is based on trust and requires both parties to keep information confidential.

The scheme coordinators will be contacting you to see how your mentoring partnership is developing. Please keep us informed of any concerns or questions as they arise.

# Confidentiality

Confidentiality needs to be discussed in the first meeting when you go through the ground rules.

* The golden rule - never promise to keep secrets for your mentee.
* It is important that your mentee knows that most of what they tell you is confidential and will be kept within the Career Mentoring Scheme.
* The only exceptions to breaching confidentiality are when you are concerned that your mentee is suffering, has suffered or is likely to suffer significant harm through forms of self-harming, ill treatment through sexual, physical, emotional abuse and neglect, and other forms of violence and criminal activity. Your concern will be managed by the Career Mentoring Scheme coordinators.
* Don’t worry, your role is not to verify facts or investigate any concerns. Simply pass the message on.
* You should share any concerns your mentee has disclosed with the scheme coordinators.
* Be aware of your limits when dealing with difficult issues. Don’t forget that the mentoring should focus primarily on careers information and guidance. Counselling and other student support services are available at the University and students should be referred to appropriate professional services when necessary.
* You should maintain safe and private systems for recording information about the mentee and your meetings.

The relationship and trust you build will give your mentee the confidence to ask more questions and really get involved, so they get the best experience possible.

### Remember – confidentiality is triangular, kept between the mentee, mentor and Career Mentoring Scheme coordinator.

# Your first meeting

You might find it useful to spend some time in your first meeting discussing how you will manage the partnership. We recommend you discuss and agree some ground rules. This will prevent any misunderstandings later and help you work professionally and effectively together.

The Resources section of the Career Mentoring site contains meeting agenda templates you can use. Here are some ideas for agenda items you might want to include in your first meeting.

## Agenda items

Contact details

* Exchange details of how you wish to be contacted (only provide your mobile or personal email address if you are happy to).
* Collect the mentee’s telephone number and email address so you can get a message through to them in case of emergency.

Get to know each other

You may want to share some information about yourself, such as:

* your educational and/or family background
* your career choices and long-term goals
* what you think you can offer
* what you hope to achieve from the partnership
* why you wanted to join the scheme

You may also want to clarify each other’s expectations of the scheme and each other.

Plan of action

* Discuss the priorities your mentee has identified.
* Negotiate which priorities you are going to work on together.
* Agree how many meetings you anticipate having/needing based on the objectives.
* Provisionally plan the topics to be discussed at each meeting (you can re-negotiate this later).

Acceptable times and venues for meetings and calls

* Discuss where and when you will meet.
* Each party should point out any restrictions to times and places.
* Always meet in a public place, meeting room or in the workplace.

Confidentiality

* Clarify that you both understand issues of confidentiality within the mentoring relationship and the mentor’s organisation.

Note taking

* Agree who is going to take notes and write up action plans or whether you’d both like to take your own notes.
* If anything confidential comes up, make sure you discuss how this should or should not be recorded.

Monitoring and evaluation

* Discuss how you will monitor your own progress and what to do if any problems arise.

# Agenda for subsequent meetings

In your subsequent meetings you may wish to follow the action plan outline below. Copies are available in the resources section on the Career Mentoring website if you wish to use them for taking notes.

Date and time:

Place:

Action points from last meeting – achieved?

Aims and objectives for this meeting

Key points discussed

Action points agreed (be SMART - Specific, Measurable, Agreed, Realistic and Time specific)

Next meeting

Date and time:

Place:

# Your final meeting

In your final meeting you may find it useful to reflect on the progress you have made in your mentoring partnership and what happens next.

Here are some ideas for agenda items you might want to include in your final meeting.

## Agenda items

Review your progress

Refer back to the objectives your mentee set and negotiated with you.

* Review the objectives you have achieved.
* Review the extent to which they now feel confident/aware/experienced in these areas.

Discuss follow-on actions

What objectives from your list still to be addressed? This last meeting could be an opportunity to fill in the gaps and identify the steps they need to take to continue to achieve their goals.

You might want to identify:

* what they can do now to meet these objectives
* who else they may need to speak to

Review your professional conduct

As a graduate within the workplace, they may be responsible for addressing their own personal and professional development needs. The mentoring scheme has been designed with this in mind. Hopefully they have taken the lead in identifying their personal objectives, arranging meetings, setting agendas, negotiating goals and targets for meetings, and following through on their actions.

You may want to use your last meeting to review how you have worked together. For example, you could:

* review how they would rate themselves in terms of their professional conduct
* provide feedback on the extent to which took responsibility for managing the partnership
* discuss ideas for how they could continue to improve and develop their professionalism

Celebrate!

There will be a Mentoring Scheme celebration/evaluation event that we hope you and your mentee can attend. Have you:

* both got the date in your diaries?
* sent your RSVP to register your attendance at the event?

Draw things to a close

Think about how you want to handle the end of your mentoring partnership. Do you want to:

* keep in touch on an informal basis?
* introduce them to your own network, such as LinkedIn
* act as a referee for them?

#### Reflect and evaluate

Now that your mentoring partnership has come to an end, please complete the scheme evaluation questionnaire and return it to the scheme organiser.

Thank you for helping a student to *Graduate with more*

# Frequently asked questions

#### Q: Whose responsibility is it to arrange meetings?

A: The Career Mentoring Scheme encourages mentees to take a lead role in arranging meetings and acting proactively. Some mentees are more confident than others and some may not want to feel that they are ‘pestering’ you as a busy professional, so it is a good idea to discuss who is taking the lead for arranging meetings during a discussion on ground rules at your first meeting.

#### Q: What if I can’t get hold of my mentee?

A: If you have problems please contact your designated SHU Career Mentoring Staff member.

#### Q: When is it acceptable to contact my mentee?

A: Arrange contact times that are mutually convenient for you both, but you should aim to contact your mentee during business hours/lunchtimes, unless otherwise agreed.

#### Q: Where shall I meet my mentee?

A: You should aim to arrange at least one meeting at your workplace so your mentee can get an insight into the work environment, culture of the organisation, meet colleagues etc. Try to arrange the other three meetings at a mutually convenient place for you both, such as a cafe on or off campus. Take into consideration travel time, safety and expenses incurred.

#### Q: What if I need to cancel an appointment with my mentee?

A: Out of courtesy, inform your mentee as much in advance as possible. However if the cancellation is caused by circumstances beyond your control, please email and/or phone them immediately. Be proactive in arranging the next meeting as soon as possible.

#### Q: What if I don’t get on with my mentee?

A: Remember this is a professional partnership, so try to resolve issues effectively. However if you are finding this difficult and need further advice, please contact your scheme coordinator.

#### Q: What if my mentee is not interested in a career path that I have experience in?

A: We try our best to match partnerships based on career interests. However we have found previously that partnerships have been equally productive and successful with matches from different career areas. Sometimes looking at a situation from the perspective of a ‘critical friend’ or objective outsider can generate other unexpected outcomes. You may also have contacts or other networks you can introduce your mentee to. The objective of the programme is for the mentee to develop transferable skills for employment which can be gained through many types of mentoring partnerships.

#### Q: I have work commitments and am under pressure to complete the tasks, what can I do?

A: If you have any problems honouring the commitments, explain these to the mentee and try to renegotiate the expectations with them and keep us informed.

#### Q: Is there funding for to help students to travel?

**A:** Funding is available for Mentees, they can through the Hallam Fund.

Under normal conditions the Scheme is generously supported by the Hallam Fund, creating the Hallam Fund Career Mentoring Bursary - this means students can apply for a limited amount of money in order to travel to meet their mentor or undertake work experience if possible. This is a great opportunity for a mentee to meet you in person, or to help them travel to attend events if that is something you could offer your mentee. This money can cover multiple trips and can be used for accommodation as well. For more details on the criteria and how students can apply, head to <https://blogs.shu.ac.uk/shucareermentoring/hallam-fund-career-mentoring-bursary-information-for-mentees/> or speak to your linked Adviser.

|  |
| --- |
| **Q: Will I be expected to pay for other expenses?** |
| A: Mentees can apply for funding in order to undertake work experience or attend events. For more details on the criteria and how to apply, head to <https://blogs.shu.ac.uk/shucareermentoring/hallam-fund-career-mentoring-bursary-information-for-mentees/> or speak to your linked Adviser. |

#### Q: Is there funding to offer students work experience?

A: If you can offer quality, relevant volunteering/work experience (currently this will need to be virtual) and are not able to pay your mentee, you can help them apply for a special internship bursary to help them complete this. This is funded by Santander. Interested? Call the team on 0114 225 3752.

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