

# Implementing the UK Mentorship Framework for RCN Representatives:

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# Purpose

- Objective 3 of Future Activist Programme
  - To develop a mentorship framework that defines the mentorship standards, processes, tools and resources required to support the mentorship of RCN Representatives

# Underpinning Principles

- Support the strategic direction of RCN (strategic objectives 1, 2 & 8)
- Underpinned by ENTO (Employers National Training Organisation) standards
- Meet the learning and development needs of RCN Reps
- Be integrated within the new RCN Learning & Development Programme for Reps
- Be consistent with recommendations of Lean Review
- Be a practical programme (practice outcomes)

# Work Streams

## Phase 1 - October 2008 – October 2009

- Developed the mentorship framework for supporting RCN Representatives
- Defined the roles and responsibilities of the mentor and mentee
  - a) during the L&D pathway programme
  - b) when practicing in the role
- Developed mentorship standards which underpin the
  - a) relationship between the mentor and the mentee
  - b) assessment of the mentee's development needs and competence to practice
- Developed a range of resource materials to support the delivery of the mentorship programme for representatives and the development of mentors

# Implementation Steering Group

	Name	Representing / Stakeholder Interest
1	<b>Janet Davies</b> Director of Nursing and Service Delivery	Executive Team
2	<b>Glenn Turp</b> Regional Director	Project Lead & England
3	<b>Ellen Hudson</b> Associate Director – L & D	Celtic Countries
4	<b>Sue Antrobus</b> L & D Manager – Representing and Influencing	L & D Pathway for Representatives
5	<b>Nick Gaukoger</b> Internal Auditor	Audit and Evaluation
6	<b>Janet MacLean</b> Membership Development Facilitator	Phase 1 Link
7	<b>Lin Clarkson</b> Branch Secretary	GMB
8	<b>Amisha Wilde</b> Organisational Development Advisor	Mentor Development

# Stakeholder Relationships

- UKCALD
- UK Reps Committees
- Implementation Leads (Country & Regions)
- Representing and Influencing Team

# Detail...

- RCN mentors are Officers, Assistant Officers and Regional Facilitators / Advisors
- The mentorship framework offers all reps a minimum of 6 hours mentorship per year
- Representatives are expected to meet all standards which relate to the work that they undertake as part of their role within a reasonable timeframe
  - e.g. A steward who undertakes committee work (JSC) only and does not represent members through casework would be expected to meet all the generic standards and steward standard 11 but not stewards standards 10a and 10b

# Mentorship Standards

## Relationship Standards

- Total of 16 relationship standards
- All of the standards should be observed by both the mentor and the mentee when appropriate
- 9 apply to the mentor
- 7 apply to both the mentor and the mentee

# For Example...

- ◆ **RELATIONSHIP STANDARD 1- Set up and maintain the mentoring relationship**
  1. Agree expectations, boundaries and levels of support
  2. Maintain and review the mentorship relationship / RCN representatives' progression
  
- ◆ **RELATIONSHIP STANDARD 7- Give Mentoring support**
  1. Give advice and guidance to support mentee
  2. Assist mentee take responsibility for their development

**Relationship standard 1:  
Set up and maintain the Mentoring relationship**

This standard should be used as part of the RCN mentor programme. This standard is about the Mentor in a work environment agreeing expectations, boundaries and levels of support with the mentee, and how the mentoring relationship will be maintained.

**Element of competence 1.1  
Agree expectations, boundaries, and level of support**

**Skills:**

- Agree with mentee the frequency of the mentoring sessions

**Knowledge:**

- ways to negotiate and agree sessions
- what the arrangements need to be and any procedures for confirming them
- ways to ensure that the setting is appropriate in terms of accessibility, suitability and safety
- ways to convey the arrangements to the mentee and criteria for determining when to do so

**Skills:**

- Behave in a way that shows you accept the mentee you are supporting

**Knowledge:**

- ways to behave that are welcoming and demonstrate non-judgemental acceptance of the mentee
- the potential impact of own attitudes and behaviours on your work with the mentee
- ways of combating bias and stereotyping

**Skills:**

- Discuss, explain and agree the roles and expectations involved in the mentoring relationship
- Explain the limits and boundaries of available support
- Ensure that the mentee's learning and development needs and aspirations are jointly identified and agree
- Support the mentee in assessing their own strengths and weaknesses and identify how these may be addressed

**Knowledge:**

- what the expectations might be
- ways to reach agreement about the mentee's expectations, developmental needs and goals
- how prior achievements, experience and learning influence current and future choices
- communication skills including active listening and be able to apply them in different contexts with mentees
- ways to adapt approaches to meet the needs of the mentee
- your own limitations and appropriate sources of additional support

**Skills:**

- Agree the aims of the mentoring process and the rules that you both will work within

**Knowledge:**

- what the aims might be
- ways to reach agreement about rules

# Mentorship Standards

## Practice Standards

- Total of 17 practice standards
- 9 generic standards
- 3 apply only to stewards
- 2 apply only to safety reps
- 3 apply only to learning reps

# For Example... (Generic)

- ◆ **Practice Standard 3 - Support partnership working**
  1. Contribute to the development of the local partnership strategy
  2. Contribute to participative structures and processes
  3. Be responsive to external factors influencing participative structures
- ◆ **Practice Standard 7 - Contribute to the recruitment and retention of RCN members and representatives**
  1. Develop a recruitment and retention strategy
  2. Prepare and present promotional information to potential members
  3. Maintain contact with and information about members
  4. Identify and recruit potential representatives in the workplace
  5. Be responsive to external factors influencing recruitment and selection

# For Example... (Specific)

- ◆ **Stewards Practice Standard 10a and 10b**

  - 10a - Represent members through conduct, capability and employment issues

  - 10b - Apply RCN case management process

- ◆ **H & S Reps Practice Standard 12**

  - Undertake safety inspections and promote a healthy and safe work environment for members

- ◆ **Learning Reps Practice standard 15**

  - Create a climate that promotes learning

**Practice Standard 3:  
Support partnership working**

Generic

**Skills**

**Contribute to the development of the local partnership strategy**

1. Identify and agree sufficient facilities and resources with employers to enable representatives to perform their duties in the workplace.
2. Identify potential representatives providing them with information, support and advice, encouraging them to stand for election as a representative.
3. Review likely future developments in the workplace and identify any implications likely to affect employee terms and conditions or their working environment.
4. Identify and make use of specialist information on relevant future trends.
5. Agree appropriate and realistic strategies with RCN officers and branch colleagues which take account of known and anticipated changes in social and economic conditions.
6. Implement, monitor and modify strategies to meet new and emerging information and trends.

**Contribute to collaborative structures and processes**

7. Identify information sources and examples of collaborative structures which are relevant to local needs and circumstances.
8. Identify and adopt valid democratic consultative processes to identify members' views and the needs of particular interest groups.
9. Identify and adopt appropriate methods of participation which meet membership needs and RCN guidelines and are realistic in terms of local circumstances.
10. Monitor and evaluate collaborative methods selected.
11. Make clear and justifiable recommendations and requests to RCN officers for resources to support and establish collaborative structures.
12. Identify potential branch officers and provide them with support and advice.
13. Encourage potential branch officers to stand for election.
14. Maintain regular contact with branches and Boards.

**Be responsive to external factors influencing participative structures**

15. Identify and apply relevant employment law, codes of practice and negotiation in relation to participative structures.

# Quality Controls

- Mapped to ENTO Standards
- Mapped to Role Descriptors
- Mapped to pathway themes
- Rigorous and robust

# The implementation process....

- Mapping of mentors and reps
- Training of mentors
- Allocation of mentor to mentee
- Development of regional implementation plan
  1. Reps on L & D pathways
  2. All reps
- Regional communication plan

# Documentation

- ◆ The Mentorship Toolkit
  - Mentorship Contract
  - Preparation for mentorship
  - Self Assessment and Action Planning
  - Reflection document
  - Mentorship recording system
  
- For example...

**Toolkit Document 2: To be completed by the representative (mentee)**

**Preparation for mentoring session**

What are my objectives for the next mentoring cycle?

Which Practice Standard(s) do my objectives relate to?

Completed by:

Date:

**Practice Standard 3: Support partnership working**

**Generic**

Practice standard element	I feel confident with...	What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Contribute to the development of the local partnership strategy	Yes <input type="checkbox"/> No <input type="checkbox"/>			
Contribute to collaborative structures and processes	Yes <input type="checkbox"/> No <input type="checkbox"/>			
Be responsive to external factors influencing participative structures	Yes <input type="checkbox"/> No <input type="checkbox"/>			

**Practice Standard 3:  
Support partnership working**

Generic

**Skills**

**Contribute to the development of the local partnership strategy**

1. Identify and agree sufficient facilities and resources with employers to enable representatives to perform their duties in the workplace.
2. Identify potential representatives providing them with information, support and advice, encouraging them to stand for election as a representative.
3. Review likely future developments in the workplace and identify any implications likely to affect employee terms and conditions or their working environment.
4. Identify and make use of specialist information on relevant future trends.
5. Agree appropriate and realistic strategies with RCN officers and branch colleagues which take account of known and anticipated changes in social and economic conditions.
6. Implement, monitor and modify strategies to meet new and emerging information and trends.

Mentor Signoff:

Date:

**Contribute to collaborative structures and processes**

7. Identify information sources and examples of collaborative structures which are relevant to local needs and circumstances.
8. Identify and adopt valid democratic consultative processes to identify members' views and the needs of particular interest groups.
9. Identify and adopt appropriate methods of participation which meet membership needs and RCN guidelines and are realistic in terms of local circumstances.
10. Monitor and evaluate collaborative methods selected.
11. Make clear and justifiable recommendations and requests to RCN officers for resources to support and establish collaborative structures.
12. Identify potential branch officers and provide them with support and advice.
13. Encourage potential branch officers to stand for election.
14. Maintain regular contact with branches and Boards.

Mentor Signoff:

Date:

**Be responsive to external factors influencing participative structures**

15. Identify and apply relevant employment law, codes of practice and negotiation in relation to participative structures.

Mentor Signoff:

Date:

**Toolkit Document 7: To be completed by the mentor**

**Record of contact other than face to face sessions**

Representative
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Mentor
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Date	Time
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Length of call
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Email and responses filed	
Yes <input type="checkbox"/>	No <input type="checkbox"/>

Discussion topic	
Representation of members	<input type="checkbox"/>
Other employment issues	<input type="checkbox"/>
Health & Safety issue	<input type="checkbox"/>
Education issue	<input type="checkbox"/>

Summary of contact
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**Toolkit Document 8: To be completed by the mentor**

**Record of face to face contact (shadowing and supervision)**

Representative
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Mentor
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Date	Time
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Length of session
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Type of contact	
Representative shadowing mentor	<input type="checkbox"/>
Mentor supervising representative	<input type="checkbox"/>
Face to face discussion	<input type="checkbox"/>

Topic	
Representation of members	<input type="checkbox"/>
Other employment issues	<input type="checkbox"/>
Health & Safety issue	<input type="checkbox"/>
Education issue	<input type="checkbox"/>

Summary of contact
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**Toolkit Document 9: To be completed by the mentor**

**Annual Review Record**

Representative

Mentor

Date of review

Learning and development in last 12 months

Module 1	<input type="checkbox"/>	Portfolio signoff	<input type="checkbox"/>
Module 2	<input type="checkbox"/>	Portfolio signoff	<input type="checkbox"/>
Module 3	<input type="checkbox"/>	Evidence of reflection	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>	Evidence of Reflection	<input type="checkbox"/>

Record of mentorship

**Face to face sessions**

Number of sessions	Total time
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**Telephone contacts**

Number of contacts	Total time
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**Email contacts**

Number of contacts	Total time
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**Practice standards signed off**

Standard 1	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 2	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 3	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 4	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 5	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 6	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 7	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 8	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 9	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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Standard 10a	Working towards	<input type="checkbox"/>	Complete	<input type="checkbox"/>
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# Question Time ...