

RCN mentorship resources

5. The mentorship contract and toolkit



RCN mentorship resources

RCN mentorship contract and toolkit is the fifth part of the RCN mentorship resources. The complete list of RCN mentorship resources available is below.

1. An overview of the RCN mentoring framework
2. RCN mentoring relationship standards
3. The RCN mentorship development programme
4. Lifelong learning in practice – achieving practice standards
- 5. The mentorship contract and toolkit**
6. Strengthening working partnerships
7. RCN representatives' practice standards
8. Mentor and mentee relationship standards

RCN mentorship resources

5. The mentorship contract and toolkit

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Introduction

The mentorship toolkit contains useful documentation templates which will help provide structure to the mentoring relationship and allow RCN representatives to manage and document their own learning in practice. The toolkit also enables mentors to keep a record of their contact with every representative they support, logging the progress each representative makes with their personal development.

The mentorship documentation

The mentorship documentation has been designed to meet the needs of all RCN representatives, whether they have completed modules 1 and 2 of the *Learning and development pathways* or are continuing to learn in practice and are accessing Module 3 workshops and masterclasses.

Toolkit document 1: mentored learning-in-practice – what does it mean for me as a representative?

This document should be completed by the representative before signing the mentorship contract – when he/she meets with their mentor for the first time or before an annual review. It enables the representative to think about his/her understanding of the mentorship process, including the relationship and practice standards. It also lets both the mentor and the representative discuss and agree on their expectations and boundaries around the mentorship relationship, and level of support that the representative requires from the mentorship process.

Toolkit document 2: preparation for a mentoring session

Developed to enable the representative to prepare for the mentorship meeting at the start of each mentorship cycle (more detail on the mentorship cycle can be found in *Mentorship resource 4: lifelong learning-in-practice – supporting the achievement of RCN practice standards*) The representative can use this document to plan his/her objectives and cross match to the appropriate practice standard(s). It can also prompt the representative to think about how the learning outcomes from Modules 1, 2 and 3, or previous experience can be used as evidence leading to sign-off of a practice standard.

Toolkit document 3: the mentorship contract

It is essential that the mentorship contract is discussed and signed at the start of the mentoring relationship, as it is a written agreement that is made in partnership between the RCN mentor and the RCN representative. The contract provides a reference point for the agreed mentoring process, and demonstrates that both the mentor and the representative have a clear understanding of the representative's expectations of the mentorship relationship and process. The contract should be reviewed annually to ensure that both the mentors and the representative's expectations of mentorship are current and up to date.

Toolkit document 4: self-assessment and action planning

Document 4 is used by the representative to self-assess their confidence against each element of the *Practice standards* and plan what he/she will need to do in the workplace to achieve their agreed objectives. It also prompts the representative to think about who will be able to support them in gathering evidence for their portfolio. It can also form the basis of an experienced representative's (accredited prior to the introduction of the *Learning and development pathways*) personal development plan, as it will prompt them to review their experience and knowledge through self-assessment and identify areas of their practice that would benefit from updating and further development. Again, *Mentorship resource 4: lifelong learning-in-practice - supporting the achievement of RCN practice standards* gives further detail on the process of the mentorship cycle.

¹ ENTO (formerly the Employment NTO) was formed by a merger in 1997 of Employer Occupational Standards Council and the Occupational Health and Safety Lead Board

Toolkit document 5: reflection and evidence

Document 5 can be used by a representative to record their reflection on the work undertaken in their role, demonstrating how it has enabled them to meet the elements of a *Practice standard*. This reflection acts as evidence which can be used by the mentor to assess the representative's progress towards sign-off of either elements of, or all of, a *Practice standard*. It is important therefore, to cross reference with the relevant Practice standard(s). It may be that the representative has reflected on some reading or self-learning on a particular element of a *Practice standard* which the mentor feels demonstrates sufficient knowledge and competence, or it may be that he/she has reflected on learning-in-practice involving actual engagement with RCN members.

Toolkit document 6: practice standards sign-off document

The practice standards sign-off sheets enable the mentor to map the evidence presented by the representative to demonstrate their competency and assess his/her progression against the competency elements in each *Practice standard*. It is envisaged that this document will be kept by the representative in their portfolio and the mentor will use Document 9: annual review record to record that the relevant standards have been achieved.

Toolkit document 7: record of contact other than face-to-face sessions

In addition to face-to-face mentorship sessions, mentors can often offer valuable support to representatives over the telephone or by email. This form enables mentors to capture these sessions and to include this support as part of the minimum six hours of annual mentorship.

Toolkit document 8: record of direct support

There may be an opportunity for representatives to work directly with their mentor to gather evidence to meet certain elements of a *Practice standard*. For example, an inexperienced steward may wish to shadow their mentor when the mentor is representing a member on a conduct or capability issue, or the representative may wish the mentor to be present and offer feedback while undertaking an aspect of their role. Document 7 enables the mentor to make a record of this aspect of mentorship so that it can be included in the minimum of six hours of mentorship provided annually.

Toolkit document 9: annual review record

The outcome of the annual review will provide a record of the representative's achievements throughout the year. It will reflect training and updating, as well as the number of practice standards achieved. It is important that the mentor keeps this record up-to-date as it will form the basis of annual evaluation and audit of the programme

Who has access to the mentorship contract and documentation?

RCN representatives are responsible for maintaining and updating their portfolio, completing the necessary forms in preparation for the mentorship session, and gathering the evidence required for *Practice standard* sign-off.

A file will be created for each accredited representative in a region or country, enabling the RCN to maintain a record of the representative's mentorship history and to evaluate and audit the implementation of the programme annually as required.

As a general guide, Toolkit documents 1, 2, 3, 4 and 5 will be completed and kept by the representative (mentee) and Toolkit documents 3, 7, 8 and 9 will be completed by the mentor and stored in the RCN office. Toolkit document 6 will be signed off by the mentor but retained by the representative.

Toolkit document 1: mentored learning-in-practice – what does it mean for me as a representative?

To be completed by representative (mentee)

Do I need any further clarification of how the mentoring process works so that I fully understand it?	Yes		No	
If yes, please specify:				

My expectations of mentoring are...

The level and type of support I will need...

Completed by: (mentee)	
------------------------	--

Date	
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Toolkit document 2: preparation for a mentoring session

To be completed by representative (mentee)

What are my objectives for the next mentoring cycle?

Which *Practice standard(s)* do my objectives relate to?

Completed by: (mentee)

Date

Toolkit document 3: the mentorship contract

To be completed by the representative (mentee) and the mentor

General information							
Name of RCN representative							
Membership no.		Date accredited					
Type of representative	Steward		Safety		Learning		
Employer							
Name of mentor							
Position of mentor							
Mentee status							
The mentee is on the RCN Learning and development pathway (Modules 1 and 2)							
The mentee is learning-in-practice (Module 3 and beyond)							
The mentorship sessions							
Do you have any disabilities or specific needs regarding the mentorship process?						yes	no
If yes, how do we meet your needs?							
Frequency of face-to-face sessions							
Length of face-to-face sessions							
Location of sessions							
Preferred mode of communication between sessions	email		telephone		both		
Date of annual review							
Agreement – RCN representative (mentee)							
For the RCN representative (mentee), please sign below to show you have read and agree to the following:							
I understand it is a requirement of being an RCN representative that I participate in mentoring and attend agreed meetings. I have seen the RCN mentoring relationship standards and practice standards and agree to work in partnership with my mentor. This means preparing for mentoring sessions; identifying goals and options; agreeing objectives; developing and carrying out action plans; gathering evidence, completing portfolio and reviewing my progress.							
Name							
Signature							
Date							
Agreement – Mentor							
For the RCN mentor, please sign below to show you have read and agree to the following:							
I agree to work in partnership with the mentee and will follow the guidance within the RCN mentoring relationship standards. I have explained my role, the mentoring process and I am confident we both understand our responsibilities.							
Name							
Signature							
Date							

Toolkit document 4: self-assessment and action planning

To be completed by the representative (mentee)

This document guides representatives who have completed Modules 1 and 2 to plan their actions to achieve the practice standards relevant to their role and forms the basis of a personal development plan that representatives accredited prior to the introduction of the learning and development pathways will develop to identify learning and development needs.

Practice standard 1: provide information and advice				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Obtain, provide and interpret information about RCN services	Yes				
	No				
Present information to groups and members	Yes				
	No				
Support and advise members on matters of personal concern	Yes				
	No				

Practice standard 1: provide information and advice (continued from page 10)				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Be responsive to external factors influencing information and advice services	Yes				
	No				

Practice standard 2: support and promote RCN campaigns				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Contribute to activities and campaigns	Yes				
	No				
Contribute to activities and campaigns	Yes				
	No				

Practice standard 3: support partnership working			Generic		
Practice standard element	I feel confident with this element		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				
	No				
Contribute to collaborative structures and processes	Yes				
	No				
Be responsive to external factors influencing participative structures	Yes				
	No				

Practice standard 4: assess and understand risk			Generic		
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Contribute to the identification and control of organisational risks	Yes				
	No				
Contribute to the monitoring and reviewing of risk assessments	Yes				
	No				
Be responsive to external factors influencing risk assessment	Yes				
	No				

Practice standard 5: support and promote collective agreement				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Promote the employment relations benefits of collective agreements to employers and members	Yes				
	No				
Contribute to the monitoring and reviewing of risk assessments	Yes				
	No				
Be responsive to external factors influencing risk assessment	Yes				
	No				
Be responsive to external factors influencing collective agreements	Yes				
	No				

Practice standard 6: represent members and negotiate on behalf of members equally, promoting good diversity practices				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Promote the elimination of discrimination	Yes				
	No				
Promote good practice within organisations	Yes				
	No				
Be responsive to external factors influencing equality, diversity and human rights	Yes				
	No				

Practice standard 7: contribute to the recruitment and retention of RCN representatives and members				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Develop a recruitment and retention strategy	Yes				
	No				
Prepare and present promotional information to members	Yes				
	No				
Maintain contact with and information about members	Yes				
	No				
Identify and recruit potential representatives in the workplace	Yes				
	No				

Practice standard 7: contribute to the recruitment and retention of RCN representatives and members (continued from page 16)				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Be responsive to external factors influencing recruitment and selection	Yes				
	No				

Practice standard 8: find, use and manage information				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Identify why information is needed	Yes				
	No				
Identify what information is needed	Yes				
	No				

Practice standard 8: find, use and manage information (continued from page 17)				Generic	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Plan a search and finding information	Yes				
	No				
Evaluate how the information meets the need	Yes				
	No				
Use information and knowledge ethically, inclusively and legally	Yes				
	No				
Manage information	Yes				
	No				
Create new information and knowledge	Yes				
	No				

Practice standard 9: maintain accurate records			Generic		
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Recognise the function of good/accurate record keeping	Yes				
	No				
Ensure that records are of a consistently high quality	Yes				
	No				
Be responsive to external factors influencing the quality of record keeping	Yes				
	No				

Practice standard 10a: represent members through conduct, capability and employment issues				Steward	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Advise on the validity and credibility of cases	Yes				
	No				
Prepare cases for presentation and representation	Yes				
	No				
Present the case to employer's representatives and employers	Yes				
	No				
Be responsive to external factors influencing the presentation of cases	Yes				
	No				

Practice standard 10b: apply RCN case management process				Steward	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Utilise RCN policies/ procedures to manage casework effectively	Yes				
	No				
Open and maintain RCN case files	Yes				
	No				

Practice standard 11: represent, advise and negotiate on matters relating to organisational change including employment rights				Steward	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Obtain information to support workplace negotiations	Yes				
	No				

Practice standard 11: represent, advise and negotiate on matters relating to organisational change including employment rights (continued from page 21)					Steward
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Advice on conduct and strategy of negotiations	Yes				
	No				
Advise and contribute to negotiating teams	Yes				
	No				
Finalise and record workplace agreements	Yes				
	No				
Be responsive to external influencing factors influencing workplace negotiations	Yes				
	No				

Practice standard 12: undertake safety inspections and promote a healthy and safe work environment				Safety Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Help to develop strategies for representing health and safety issues at work	Yes				
	No				
Obtain information about health and safety and advise members	Yes				
	No				
Participate in risk assessment process	Yes				
	No				
Investigate health and safety concerns and incidents	Yes				
	No				

Practice standard 12: undertake safety inspections and promote a healthy and safe work environment (continued from page 23)				Safety Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Encourage others to support health and safety concerns and incidents	Yes				
	No				
Be responsive to external factors influencing health and safety representation	Yes				
	No				

Practice standard 13: negotiate on behalf of members and support representation of matters relating to health and safety				Safety Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Present changes to employers	Yes				
	No				

Practice standard 13: negotiate on behalf of members and support representation of matters relating to health and safety (continued from page 24)				Safety Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Participation in negotiations and representation within the workplace	Yes				
	No				
Be responsive to external factors influencing health and safety negotiations	Yes				
	No				

Practice standard 14: promote and support member learning				Learning Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Promote the value of learning to those within the workplace	Yes				
	No				

Practice standard 14: promote and support member learning (continued from page 25)				Learning Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Negotiate on behalf of members and support members on learning matters	Yes				
	No				
Promote the value of learning within RCN networks and structures	Yes				
	No				
Support local and national policies, initiatives and campaigns which promote learning	Yes				
	No				
Be responsive to external factors influencing learning and the workplace	Yes				
	No				

Practice standard 15: create a climate that promotes learning (continued from page26)				Learning Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Develop a good relationship with learners in the workplace	Yes				
	No				
Support learners in the workplace	Yes				
	No				
Promote anti-discriminatory practice	Yes				
	No				
Be responsive to external factors influencing the learning environment	Yes				
	No				

Practice standard 16: respond to changes in learning and development				Learning Rep	
Practice standard element	I feel confident with this element		What will I need to do to achieve my objectives?	Who will support me in achieving my objectives?	By when?
Understand the way people learn	Yes				
	No				
Develop learning and training methods	Yes				
	No				
Be responsive to external factors influencing human resource development	Yes				
	No				

Toolkit document 5: reflection and evidence

To be completed by representative (mentee)

Name	
Practice standard number	
Reflection and evidence of achievement	

Toolkit document 6: practice standards sign-off document

To be completed by representative (mentee)

Practice standard 1 Provide information and advice

Generic

Skills

Obtain, provide and interpret information about RCN services

1. Identify and access sources of information and service provision of potential relevance to members and provide accurate summary information.
2. Anticipate the potential needs of members for information and advice.
3. Establish and maintain a system which contains up-to-date and accurate information on all services of relevance to members.
4. Respond promptly to requests for information and advice from members ensuring that advice is clear and appropriate and conforms to RCN policies and procedures.
5. Clarify and interpret information upon request.
6. Request information from an RCN officer/assistant, officer/facilitator when requests for information exceed your knowledge and responsibilities.

Mentor sign-off:

Date:

Present information to groups of members

7. Select and prepare appropriate facilities and equipment.
8. Present accurate information in a manner and style which is appropriate to the needs and capacities of the target group and which takes into account equality and diversity issues.
9. Use legible and accurate visual support materials which clarify the information.
10. Provide clear and accurate supplementary and summary information as required to support key points.
11. Encourage participants to ask questions, seek clarification and make comments at appropriate stages in the presentation.

Mentor sign-off:

Date:

Support and advise members on matters of personal concern

12. Encourage members to clearly explain the nature of the problem in such a manner which avoids unnecessary embarrassment and which does not breach confidences.
13. Encourage and signpost members to select appropriate materials, obtain additional resources and pass them on to other members as appropriate.
14. Encourage members to seek appropriate help and specialist advice.
15. Maintain contact with members who have been referred to other sources of advice and monitor the progress of the problem.
16. Disclose information to others only with the express permission of the member, respecting their right to confidentiality.

Mentor sign-off:

Date:

Be responsive to external factors influencing information and advice services

17. Apply data protection and copyright legislation.
18. Work within the limits of your own competence and authority.
19. Refer to the NMC code of conduct and other publications as appropriate.
20. Act as a link person to your RCN branch.
21. Refer to an RCN officer/assistant officer/facilitator as required.
22. Be aware of local/NMC/employer timescales and ensure that these are complied with.

Mentor sign-off:

Date:

Practice standard 2 Support and promote RCN campaigns

Generic

Skills

Contribute to activities and campaigns

1. Through consultation with members and discussions at branch/board level, raise possible campaign issues through appropriate RCN channels for example, RCN Congress.
2. Support agreed campaigns in line with the RCN strategic plan, offering appropriate advice to the organisers of approved campaigns.
3. Support and develop campaign plans in consultation with relevant people, which identify clearly the aims and purposes of the campaign and include realistic evaluations of likely outcomes and measures of success.
4. Identify relevant and accurate briefing and publicity materials making them available to other representatives and members.
5. Make sure that advice offered is clear and accurate, conforms to RCN policy and does not compromise the RCN's position or credibility.
6. Provide members with up-to-date and accurate information on the progress of campaigns which are receiving direct RCN support.
7. Arrange meetings at times and in venues which are likely to attract the maximum attendance.
8. Make sure that oral presentations are clear and accurate, identifying the advantages and benefits to be gained from appropriate courses of action.
9. Make sure that appropriate sources of information are consulted regularly and assessed against required campaign outcomes.
10. Provide colleagues and RCN officers/assistant officers/facilitators with accurate and up-to-date information on the progress and outcomes of campaigns, and ensure that key learning points are stored for future reference.

Mentor sign-off:

Date:

Be responsive to external factors influencing policy-making

11. Identify and work within the codes of practice, agreements, procedures and legal requirements which affect workplace activity.

Mentor sign-off:

Date:

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 sign-off:

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 sign-off:

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 sign-off:

Date:

Practice standard 4 Assess and understand risk

Generic

Skills

Contribute to the identification and control of organisational risks

1. Apply either a formal or informal assessment of risk to each activity undertaken in the RCN representative role
2. Assist in negotiating a framework for formal risk assessment when required
3. Help plan the risk assessment process through meetings with members and committees when appropriate
4. Help identify the points to be included in the risk assessment process to create a risk register.
5. Help identify appropriate control measures to deal with identified risks.
6. Check that the proposed measures have been considered and implemented as agreed.
7. Agree the role of the representative in the risk assessment process.

Mentor sign-off:

Date:

Contribute to the monitoring and reviewing of risk assessments

8. Check identified risks against existing risk registers to make sure the assessment remains valid.
9. Ask for a review of existing risk registers where they are no longer valid or where there has been a substantial change to conditions and circumstances in the workplace.
10. Agree and monitor the frequency of risk assessments reviews.
11. Check that changes agreed as a result of risk assessments are introduced and maintained.
12. Make sure that members are fully informed of changes made as a result of risk assessments.

Mentor sign-off:

Date:

Be responsive to external factors influencing risk assessment

13. Make sure that risk assessment is conducted and recorded using the correct legal procedures.
14. Identify and follow local agreements and RCN policies and practices in relation to risk assessment.

Mentor sign-off:

Date:

Practice standard 5

Support and promote collective agreements

Generic

Skills

Promote the employment relations benefits of collective agreements to employers and members

1. Engage with employers to develop local trade union agreements where appropriate.
2. Monitor employer levels of commitment to continued recognition of bargaining rights and identify opportunities to extend rights to information, consultation and participation.
3. Understand that any attempt to weaken or remove a recognition agreement should be brought to the attention of an RCN officer.
4. Collect accurate information about changes to agreements on bargaining rights proposed by employers and make it available to colleagues and RCN officers.
5. Make sure that members are kept informed of any developments which may affect bargaining rights.
6. Encourage RCN members to support and persuade others to support the local retention and extension of bargaining rights.

Mentor sign-off:

Date:

Support and assist the development of structures and procedures for collective agreements

7. Encourage employers to establish joint approaches in partnership which is appropriate to the size and scope of the bargaining unit.
8. Prepare appropriate and relevant agendas and agree them with RCN officers and members involved in joint arrangements.
9. Make sure that appropriate co-ordinating arrangements are made with other unions who have a legitimate interest in joint approaches.
10. Assess regularly and accurately the effectiveness of consultative arrangements against appropriate criteria, and provide assessments to interested parties.

Mentor sign-off:

Date:

Support and assist the development of structures and procedures for collective agreements

11. Conduct formal presentations in a style, format and manner designed to promote goodwill and resolution.
12. Make sure that written communications are accurate and designed to promote respect and trust.
13. Explain fully and accurately the implications and normal operating practices contained in agreements on request.
14. Make sure that suggested modifications to agreements requested by employers, which are outside your responsibilities and the policy of the RCN, are documented accurately and referred promptly to an appropriate person and an RCN officer.
15. Prepare complete and accurate documents which are checked for consistency of interpretation and forward them promptly for signing.

Mentor sign-off:

Date:

Be responsive to external factors influencing collective agreements

16. Identify relevant employment law and codes of practice which apply to RCN representation and activities in relation to collective agreements.
17. Identify and respond to external economic and social factors influencing RCN activities.

Mentor sign-off:

Date:

Practice standard 6

Represent members and negotiate on behalf of members equally, promoting good diversity practices

Generic

Skills

Promote the elimination of discrimination

1. Acknowledge and respect the choices, identity and beliefs of others.
2. Assist colleagues, members and employers to examine ways in which their behaviour may demonstrate discrimination to others.
3. Seek appropriate advice, guidance and support from within the RCN, where discriminatory behaviour and views are encountered.
4. Seek appropriate advice and guidance if you are unsure of the effect your behaviour may have on another person.
5. Challenge inappropriate and discriminatory behaviour or remarks and explain the problems which they may cause in a clear and appropriate manner.
6. Be aware of and keep knowledge updated regarding equality legislation in place to protect members in the workplace.
7. Report persistent inappropriate and discriminatory remarks and behaviour to an RCN officer and/or other suitable authority and initiate corrective procedures.
8. Promote equality of opportunity and representation within the RCN and encourage members from under-represented groups to stand for election.
9. Ensure that a system for reporting and acting upon complaints of discrimination or offensive behaviour in a timely manner is in place.

Mentor sign-off:

Date:

Promote good practice within organisations

10. Promote the benefits of a diverse workforce.
11. Be aware of, and when opportunities present, contribute to equality and diversity policy development, action planning and impact assessment in the workplace.
12. Promote the benefits of and where appropriate be involved in staff networks which support diversity strands.
13. Encourage RCN members with a specific interest in the human rights agenda to become RCN Diversity Champions.
14. Actively encourage employers to be proactive in training staff and raising awareness of equality issues.

Mentor sign-off:

Date:

Be responsive to external factors influencing equality, diversity and human rights

15. Identify relevant equality law and codes of practice which apply to RCN representation and activities.
16. Identify and respond to external economic and social factors influencing RCN activities.
17. Signpost to relevant organisations and websites for additional information and support.

Mentor sign-off:

Date:

Practice standard 7 Contribute to the recruitment and retention of RCN members and representatives

Generic

Skills

Develop a recruitment and retention strategy

1. Identify local factors and potential tensions likely to affect recruitment and retention.
2. Apply national/local RCN recruitment and retention policies and strategies.
3. Consult colleagues and members on appropriate and relevant materials which will maximise local recruitment.
4. Identify recruitment and retention opportunities and methods for all member categories, in all sectors
5. Liaise with the RCN office in your region or country and support student recruitment at freshers events in your locality.
6. Request information about potential members in line with agreed procedures where there are recognition agreements in the workplace.
7. Identify methods of contacting potential members where no recognition agreements exist.
8. Identify potential conflicts of interest and seek appropriate procedural guidance from the RCN.
9. Make sure that recruitment systems and strategies are regularly monitored and reviewed for effectiveness in maintaining and processing membership.
10. Following monitoring and review make recommendations for improvements.

Mentor sign-off:

Date:

Prepare and present promotional information to potential members

11. Make effective use of workplace opportunities for recruitment of individuals.
12. Deal promptly with individual and group enquiries about membership.
13. Provide individuals and groups with clear and accurate information on the features, advantages, benefits and rights associated with RCN membership.
14. Counter negative responses with persuasive arguments and relevant factual information.
15. Select and obtain recruitment materials.
16. Modify, package and present materials to meet the needs of different groups of members.
17. Arrange presentation and recruitment meetings at times and locations which maximise potential attendance.
18. Advertise meetings in visible and accessible locations.
19. Make presentations in a manner, style and pace which is suitable for the audience and which promotes goodwill.
20. Provide opportunities for potential members to ask questions and seek clarification.
21. Keep complete records of attendance and pass information on to the appropriate people.

Mentor sign-off:

Date:

Maintain contact with and information about members

22. Make sure membership applications are processed promptly and accurately.
23. Via your branch, monitor significant factors and characteristics of recruitment and membership including equality and diversity.
24. Make sure that recruitment and membership information is audited, summarised clearly and passed on to RCN officers.
25. Encourage and support new members to attend their local branch meetings.
26. Via your branch, make sure that recruitment patterns and the results of campaigns are monitored, analysed and recorded.
27. Make sure significant variations in recruitment are summarised and details passed to the appropriate people.
28. Make sure appropriate levels of contact are maintained with RCN associate members no longer in employment.

Mentor sign-off:

Date:

Practice standard 8 Find, use and manage information

Generic

Skills

Identify why information is needed

1. Identify the purpose for which information is needed.
2. Identify the knowledge gap between what is needed to achieve the purpose and own or member knowledge.
3. Test out ideas with others, exposing ideas to discussion.

Mentor sign-off:

Date:

Identify what information is needed

4. Locate the topic within nursing and health or social care and within an RCN context.
5. Identify the limits of the topic and uses appropriate relevant sources.
6. Identify and map relevant primary and secondary sources to the topic area.

Mentor sign-off:

Date:

Plan a search and finding information

7. Identify where relevant information can be found.
8. Check the suitability of information sources to meet the information need.
9. Consult with colleagues, RCN and other information specialists to help identify other tools such as indexes for accessing information.
10. Use appropriate information services to retrieve information e.g. via RCN or trust Information and knowledge services.
11. Subscribe to mailing lists, online communities, discussion groups and social media.

Mentor sign-off:

Date:

Evaluate how the information meets the need

12. Assess the amount and relevance of the information.
13. Check for gaps in the information received against the topic.
14. Identify appropriate criteria and uses them to evaluate the information.
15. Recognise and question assumptions, prejudice, possible bias and misinformation.
16. Decide whether the original information need has been satisfied or if additional information is required and revises search plan as necessary.

Mentor sign-off:

Date:

Use information and knowledge ethically, inclusively and legally

17. Observe copyright, avoiding plagiarism so that information is legally obtained, stored and communicated to others.
18. Recognise the importance of security of information and confidentiality issues.
19. Seek out information that is inclusive and culturally sensitive, acknowledges where such information is missing and decides what action to take.
20. Ensure that any personal data is collected, stored and used in full conformance with the Data Protection Act.

Mentor sign-off:

Date:

Manage information

21. Record information and its sources.
22. Takes relevant notes.
23. Accurately cites information for future retrieval using recognised citation styles.
24. Create a system for organising and managing the information.

Mentor sign-off:

Date:

Create new information or knowledge

25. Compare new information with prior knowledge to draw conclusions and form new arguments and opinions.
26. Identify the values and beliefs underpinning information and knowledge.
27. Identify whether the new information contradicts or supports information from other Sources.
28. Select information that provides appropriate evidence.
29. Recognise that a lack of information can also constitute evidence.
30. Identify key messages.
31. Communicate ideas effectively.
32. Organise the content in a way that supports the purpose and audience.
33. Select appropriate ways for disseminating the information.

Mentor sign-off:

Date:

Practice standard 9 Maintain accurate records

Generic

Skills

Recognise the function of good/accurate record keeping

1. Be aware of the functions of record keeping at an individual, group or organisational level.
2. Ensure that records reflect accountability.
3. Ensure that records reflect decisions made.
4. Ensure that records reflect the delivery of RCN benefits and services whether formal or informal.
5. Be aware that records support good communication with the members, employers and the RCN.
6. Be aware that records act as a log of engagement with both members and potential members of the RCN.
7. Ensure that records reflect the information shared as part of a representative's role.
8. Be aware that records can be used as part of the risk assessment process.
9. Be aware that records can be used to investigate complaints and/or legal processes.

Mentor sign-off:

Date:

Ensure that records are of a consistently high quality

10. Ensure that all key information relevant to your role as a representative is recorded.
11. Ensure that records are accurate and contain an appropriate amount of detail.
12. Ensure that records clearly identify any risks and clearly illustrate the problem and the actions taken.
13. Ensure that records are structured to provide a clear history of representation or engagement with members.
14. Ensure records are legible and clear.
15. Ensure that the use of jargon and abbreviations is avoided.
16. Ensure that confidentiality is maintained.
17. Ensure that the source of the record is clearly identifiable.
18. Use relevant documentation, formats and systems for record keeping.
19. Ensure that records comply with relevant legislation, codes of practice, organisational policies and procedures and ethical requirements.
20. Ensure that records are stored safely and securely.
21. Understand that quality standards apply to records whether handwritten, typed, generated electronically or photocopied.
22. Ensure that confidentiality is maintained and complies with the RCN Confidentiality Policy.

Mentor sign-off:

Date:

Be responsive to external factors influencing the quality of record keeping

23. Use the NMC Code of conduct (NMC 2008) and *Record keeping: guidance for nurses and midwives* (NMC 2009) as useful resources to assess the quality of the records produced in the representative role.

Mentor sign-off:

Date:

Practice standard 10a Represent members through conduct, capability and employment issues

Steward

Advise on the validity and credibility of cases

1. Collect relevant information in sufficient detail for an accurate evaluation to be made.
2. Consult RCN officers in instances where the case requires expert interpretation and judgements, providing them with clear, valid and accurate information.
3. Analyse valid and reliable case information against appropriate criteria and evaluate it for likely success.
4. Communicate an evaluation of the possible outcome to the member or groups of members, accompanied by a clear rationale.
5. Where the RCN makes a decision that a case cannot be supported, provide clear and justifiable reasons for the RCN's decision not to support the case and offer realistic and sympathetic advice on alternative approaches to resolving the issue.
6. Be aware of any legal/NMC/employment timescales and ensure that the member(s) are aware and can pursue the matter in their own name.
7. Ensure that relevant information about the case which has a likely bearing on future cases is recorded accurately, stored securely and where appropriate, passed promptly to the RCN office.
8. Make sure that confidential information obtained during the case is disclosed only to appropriate parties and with the permission of the member.

Mentor sign-off:

Date:

Prepare cases for presentation and representation

9. Investigate information relevant to the case and agree it with the member being represented.
10. Accurately summarise and test sources of valid and reliable information which support the case.
11. Conduct interviews with the member being represented and witness in a way which maximises honest and accurate responses.
12. Advise members on procedures, the need to maintain their own integrity, as well as their role in hearings and interviews.
13. Make sure that documentary evidence is assessed for relevance, confirmed for accuracy and summarised accurately.
14. Examine existing cases and incorporate relevant examples into background material and evaluation criteria.
15. Consult appropriate sources of advice and provide them with relevant and accurate summary information.
16. Evaluate case information against appropriate criteria and communicate a decision on whether to support the case promptly.
17. Make sure that case materials are complete and contain valid, reliable and accurate information.
18. Make sure that agreed procedures are followed and that timescales for the submission of written materials and responses are met.
19. Make sure that written submissions are accurate, contain valid and reliable information and follow reasoned arguments which present the case in the most favourable manner.

Mentor sign-off:

Date:

Present the case to employers' representatives and employers

20. Make sure that oral submissions are complete and accurate and conducted at a pace and in a style and manner intended to maintain the trust and respect of all significant parties.
21. Make sure that appropriate questions are prepared and asked which are designed to present and interpret evidence in the best interests of the case.
22. Make sure that points of agreement are noted, summarised accurately and confirmed with participants.
23. Make sure that points of disagreement and different interpretations are noted and clarified.
24. Offer additional accurate information which is designed to influence parties to change opinions and positions.
25. Where difficulties are encountered during the presentation process, suggest adjournments and clarify and agree information and tactics with participants.
26. Where agreements or an acceptable compromise are not achieved, recommend appropriate action to members which will further the case and is within agreed RCN policy, procedures and guidelines.
27. Review and assess cases with representatives following presentations to identify and record key learning points.
28. Ensure that all procedures are carried out in accordance with the agreed policy

Mentor sign-off:

Date:

Be responsive to external factors influencing the presentation of cases

29. Identify and work within the codes of practice, agreements, procedures and legal requirements which affect representation of members.
30. Operate the security arrangements available for storing confidential information.
31. Identify relevant employment law and codes of practice.

Mentor sign-off:

Date:

Practice standard 10b Apply RCN case management process

Steward

Skills

Utilise RCN policies/procedures to manage casework effectively

1. Adhere to RCN protocols for managing cases.
2. Identify what constitutes a case and an informal enquiry.
3. Ensure that activity is reported monthly to the regional office via case monitoring returns.
4. Utilise correct templates and documentation for record keeping and reporting activity.

Mentor sign-off:

Date:

Open and maintain RCN case files

5. Demonstrates evidence that current membership has been checked.
6. Ensure that a contract letter has been issued to the member in respect of each case and a copy retained on file.
7. Record member's details, including contact details in accordance with case management procedures.
8. Record the type of case and case activity along with key milestones and deadlines.
9. Develop a case plan to manage member expectations.
10. Ensure file contains an action journal which reports any contact with the member, RCN officer or legal advisor.
11. Ensure case file notes are dated and cross referenced with action journal summaries throughout the duration of the case.
12. Ensure correspondence is filed in date order.
13. Ensure that referrals to 3rd parties have relevant referral documentation filed within correspondences, are outlined on the action journal and followed up appropriately.
14. Ensure file notes are legible, factual, written as soon as possible after the event and relevant actions are documented.
15. Ensure file notes are not deleted or altered without a signature, the reason and the date of alteration.
16. Ensure relevant documentation is present in paper form within the case file.
17. Produce letters and correspondence to the required standard using RCN corporate style.

Mentor sign-off:

Date:

Practice Standard 11

Represent, advise and negotiate on matters related to organisational change including employment rights **Steward**

Obtain information to support workplace negotiations

1. Identify and consult regularly sources of useful and relevant information and accurately summarise information.
2. Make sure that information is regularly updated.
3. Collate, analyse and summarise accurately, relevant and up-to-date social and demographic information.
4. Consult regularly with colleagues and RCN officers to provide accurate local information on comparative terms and conditions.
5. Refer relevant information for use in national negotiations.

Mentor sign-off:

Date:

Advise on the conduct and strategy of negotiations

6. Provide relevant and accurate information which will support the negotiation.
7. Summarise favourable supporting information in a manner, format and style which provides a justifiable and reasoned argument.
8. Make sure that approaches to employers which are intended to avoid negative changes contain complete and persuasive details of the benefits of continued recognition of bargaining rights.
9. Agree with member(s), RCN region/country, a negotiating strategy, based on a realistic assessment of the strengths and weaknesses of staff side and the employer, with the negotiating team.
10. Provide advice on planning processes which conform to existing procedure agreements, timetables and submission procedures.
11. Ensure that staff side consult with, inform and involve members regarding agreed priorities.

Mentor sign-off:

Date:

Advise and contribute to negotiating teams

12. Make sure that the team is advised and tactics are agreed for the processes of negotiation which are designed to maximise the chance of success within constraints and local circumstances.
13. Adopt established negotiating conventions.
14. Make sure that written notes on the progress, points of agreement and outcomes of the negotiations are complete and accurate.
15. Compare responses and proposals from employers with anticipated best results, and accept and confirm in writing if they meet expectations.
16. Recommend and agree realistic contingency action with the team in the event of a failure to agree with the employer.
17. Clearly convey the outcomes of the negotiations to members.
18. Ensure that RCN officers are kept fully informed throughout.

Mentor sign-off:

Date:

Finalise and record workplace agreements

19. Prepare agreements which meet all relevant criteria in a suitable format and make accurate modifications to any documents, existing agreements and procedures which are affected by the new agreement.
20. Record accurately the content and processes leading to agreements in the internal information systems, and make records available to colleagues and RCN officers.

Mentor sign-off:

Date:

Be responsive to external factors influencing workplace negotiations

21. Identify and work within the codes of practice, agreements, procedures and legal requirements which affect workplace negotiations and disputes.
22. Be aware of changes in legislation, RCN recommendations and changes in work practices which reflect the validity of existing risk assessments.
23. Identify and evaluate the national and local factors which influence particular workplace negotiations.
24. Identify relevant employment law and codes of practice which apply to workplace negotiation.

Mentor sign-off:

Date:

Practice standard 12

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

Safety Rep

Skills

Help to develop strategies for representing health and safety issues at work

1. Propose the setting up of appropriate forms of representation and consultation on health and safety issues.
2. Identify and request the resources and facilities needed to carry out your duties and responsibilities as a health and safety representative.
3. Identify appropriate individuals who could take on the role of a safety representative and encourage them to stand for election.
4. Identify appropriate preventative and proactive policies which will contribute to the health and safety of colleagues.
5. Ensure health and safety actions taken conform to relevant legislation, local agreements and the RCN's policy and procedures.
6. Take action to rectify any situations which do not conform to legislation or agreed procedures.
7. Carry out regular workplace inspections in partnership with the employer and share findings and actions with members/colleagues.
8. Conduct regular reviews of health and safety policies produced by employers and make suggestions for updating them as required.
9. Agree with employers, procedures for consulting/acting upon changes which can impact on the health and safety of members.
10. Identify mechanisms for escalating health and safety issues which are not resolved at a local level.

Mentor sign-off:

Date:

Obtain information about health and safety and advise members

11. Find out what information about health and safety is available and how to obtain it.
12. Ensure that the employer shares information with you on health and safety issues, including numbers and types of accidents and specialists reports.
13. Make effective summaries of complicated information and pass on useful information to members and your colleagues.
14. Explain relevant information to make sure others understand their health and safety duties and responsibilities.
15. Set up and maintain an up-to-date health and safety information system which meets the needs of your colleagues and members.
16. Make sure that all health and safety notices and documentation are up to date and correct.
17. Make sure that all advice on health and safety given to colleagues and members conforms to relevant legislation, local agreements and RCN policy and procedures.
18. Pass on requests and queries to RCN officers as required.
19. Consult with members on proposals from employers which will affect health and safety.

Mentor sign-off:

Date:

Participate in risk assessment process

20. Participate in the selection of competent persons to ensure that designated people within the regulations have adequate skills and resources to perform their duties effectively.
21. Contribute to the health and safety risk assessment process and make suggestions about control measures.

Mentor sign-off:

Date:

Investigate health and safety concerns and incidents

22. Ensure that members and employers inform you of incidents, potential hazards and dangerous occurrences.
23. Carry out an investigation into incidents where members have or could have been injured
24. Make sure that appropriate health and safety information is collected and recorded using the correct legal documents.
25. Report findings to the employer and ensure actions are taken to reduce the risk of recurrence.
26. Investigate and follow health and safety concerns raised by members.

Mentor sign-off:

Date:

Encourage others to support health and safety procedures

- 27. Keep up to date with health and safety issues by obtaining information and consulting with colleagues.
- 28. Consult with members regularly on key policies and priorities for health and safety and how they can be implemented.
- 29. Ensure that members are fully aware of their personal responsibilities for health and safety.
- 30. Ensure members are able to attend mandatory and statutory health and safety training
- 31. Ensure members record health and safety incidents.
- 32. Actively promote the advantages, benefits and value of existing health and safety policies to all others in the workplace.
- 33. Brief and advise those involved in negotiations about relevant health and safety issues.

Mentor sign-off:

Date:

Be responsive to external factors influencing health and safety representation

- 34. Identify and comply with relevant health and safety legislation affecting individuals at work.
- 35. Identify and take into account current relevant developments in health and safety at work.

Mentor sign-off:

Date:

Practice standard 13
Negotiate on behalf of members and
support representation of members on
matters relating to health and safety

Safety Rep

Skills

Present changes to employers

1. Present a clear case for changes in working practices or action following health and safety reports or inspections.
2. Select and present relevant information which supports the recommendations.
3. Present the information in a manner which avoids unnecessary antagonism and which encourages trust and mutual respect.
4. Prepare the evidence in advance in a way that favours your position and will persuade the employer's side to change position.
5. Note what has been agreed and check with everyone that you have an accurate record.
6. Note and check the nature of any disagreements and differences of interpretation of the evidence.
7. Ask for adjournments as necessary to reconsider and agree staff sides' approach to future negotiation.
8. Decide what action to take in the event that you do not obtain an acceptable result which complies with health and safety legislation, Health and Safety Executive guidance and follows RCN policies and procedures.
9. Review and assess the negotiation process to identify what can be learned for future negotiations.

Mentor sign-off:

Date:

Participate in negotiations and representation within the workplace

10. Agree a negotiating strategy with staff side which is suitable to health and safety negotiations.
11. Identify and follow legislation, Health and Safety Executive guidance, local agreements and RCN policies and practices in relation to health and safety committees.
12. Prepare a written submission of your position supported by appropriate information and statistics such as accident reports.
13. Accept employer responses which meet staff sides' agreed acceptable best result.
14. Reject unacceptable responses in a manner which allows continued discussions and negotiations.
15. Check that you understand the reasons for the negative employer response and test the employer's position, resilience of argument and potential for movement.
16. Follow the normal procedures and conventions for health and safety negotiation.
17. Summarise and record all points of agreement.
18. Suggest temporary adjournments where appropriate to obtain additional information, advice and support.
19. Modify strategy to take account of agreements already made and an assessment of what it is possible to achieve and acceptable to members.
20. Where no further agreement is possible, conclude negotiations and consider what alternative action would be appropriate.
21. Contribute to casework as appropriate, should health and safety advice be sought by a steward, RCN officer or member of the RCN legal team, request input.
22. Identify and work with other stakeholders, such as occupational health, health and safety management, staff side colleagues and the Health and Safety Executive inspectors.

Mentor sign-off:

Date:

Be responsive to external factors influencing health and safety negotiations

23. Identify and take into account current relevant developments in health and safety at work.
24. Be aware of changes in legislation, HSE and RCN recommendations and changes in work practices which reflect the validity of existing risk assessments.
25. Identify and evaluate the national and local factors which influence particular health and safety negotiations.

Mentor sign-off:

Date:

Practice standard 14

Promote and support member learning

Learning Rep

Skills

Promote the value of learning to those within the workplace

1. Discuss existing and new learning opportunities, resources and examples of good practice with employers.
2. Promote to employers and managers the benefits of and ways to facilitate learning within the workforce.
3. Use comments from employers and managers to develop your approach in getting and keeping their commitment to learning.
4. Communicate with members and potential members about any proposed or actual changes in learning opportunities and resources available to them.
5. Encourage members and potential members to take advantage of available learning opportunities and resources by promoting the benefits of learning.
6. Keep up to date with examples of good practice in the provision of learning opportunities and resources.
7. Communicate regularly with members and potential members and seek their views on important issues involving learning.
8. Encourage members and potential members to identify the connections between learning and social inclusion.

Mentor sign-off:

Date:

Negotiate on behalf of members and support members on learning matters

9. Negotiate with employers for mandatory training to be undertaken as per the employers policies and procedures.
10. Support RCN members should a capability or a learning need be identified through representation.

Promote the value of learning within RCN networks and structures

11. Keep up to date with learning and development issues by obtaining relevant information and consulting with appropriate contacts.
12. Consult with RCN colleagues regularly on key policies and priorities for developing learning opportunities, and seek their views on how policies can be implemented.
13. Actively promote the advantages, benefits and value of developing learning opportunities to representatives and members in branches and networks.
14. Encourage members to understand the importance and relevance of RCN policy on learning and its importance from a wider social and economic perspective.

Mentor sign-off:

Date:

Support local and national policies, initiatives and campaigns which promote learning

15. Support learning initiatives and campaigns which are within the agreed priorities of the RCN.
16. Make sure that the advice and information provided to support initiatives and campaigns conforms to RCN policy and does not compromise the position or credibility of the RCN.
17. Obtain relevant information and publicity material and pass these on to members.
18. Modify materials which are not specific to your circumstances so that they are relevant to local needs and issues.
19. Set up meetings for members at times and in places which are likely to attract the maximum attendance.
20. Present information clearly and set out the advantages and benefits of the initiatives and campaigns which you are supporting.
21. Present information in a way which presents the RCN and its policies to the best advantage and makes sense to the audience.
22. Canvas opinion regularly as the initiatives and campaigns progress to check that they are achieving the objectives.
23. Keep your members up to date on the progress and results of any initiatives and campaigns which you and the RCN are supporting.

Mentor sign-off:

Date:

Be responsive to external factors influencing learning and the workplace

24. Maximise opportunities to make contact with organisations and groups which are relevant to the interests of the RCN.
25. Check details with colleagues and RCN officers when asked to present information about the RCN.
26. Identify and operate within current government and trade union initiatives on lifelong learning.

Mentor sign-off:

Date:

Practice standard 15

Create a climate that promotes learning

Learning Rep

Develop a good relationship with learners in the workplace

1. Work collaboratively with learners in a welcoming and respectful way.
2. Identify and respond to the verbal communication and body language of learners.
3. Encourage learners to express concerns, make comments and ask questions at their own speed.
4. Set ground rules to encourage learners to express their views without having a negative effect on the rights of other people.
5. Communicate with learners in a manner, and at a level and speed, that is appropriate to their abilities, personal beliefs and choices.
6. Identify and reduce any limits or barriers to communication with learners.

Mentor sign-off:

Date:

Support learners in the workplace

7. Promote the rights and choices of learners in a way which is consistent with your role.
8. Recognise and review the effect your own competence, values and beliefs have on the way learners are supported.
9. Get appropriate guidance if you have difficulties in supporting learners.
10. Recognise and explain any limits to the support available for learners and describe where they can find extra support and information.
11. Support learners to achieve their objectives through appropriate signposting to further learning and development opportunities.

Mentor sign-off:

Date:

Promote anti – discriminatory practice

12. Show that you do not discriminate against individual learners.
13. Ensure that you do not exploit learners or misuse your role and power.
14. Get appropriate advice if you are not sure about practices that do not discriminate against other people or if you think you may have discriminated against someone.
15. Take appropriate and consistent action when learners or colleagues discriminate against other people.

Mentor sign-off:

Date:

Be responsive to external factors influencing the learning environment

16. Make sure that everybody acts in line with health, safety and environmental protection legislation and best practice.
17. Use equal opportunities codes of practice and relevant legislation on individual's rights effectively.
18. Contribute to the evaluation of developments in education, training and qualifications which have a direct effect on the design of learning materials and new ways of delivery.

Mentor sign-off:

Date:

Practice standard 16

Respond to changes in learning and development

Learning Rep**Skills****Understand the way people learn**

1. Identify factors that affect learning.
2. Share ideas and developments on learning theories and concepts with appropriate colleagues.
3. Discuss how new developments in learning theories and concepts can affect how current training and development is delivered with employers.
4. Assess the impact of different ways of delivering learning such as technology-based learning.
5. Consult and advise on the advantages and disadvantages of different training and development methods.

Mentor sign-off:

Date:

Develop learning and training methods

6. Identify different learning styles and their features.
7. Assess how effective existing methods of learning are and support the development of new methods to improve learning.
8. Use appropriate types of technology-based learning and delivery in the ways you work.
9. Involve colleagues and appropriate other people in developing improved methods of learning.
10. Share relevant information on improved learning methods with other people.
11. Identify the resources you need to put improved learning methods into practice.
12. Support those involved in putting improved learning methods into practice.

Mentor sign-off:

Date:

Be responsive to external factors influencing human resource development

13. Evaluate developments in education, training and qualifications which may have a direct effect on the design of learning materials

Mentor sign-off:

Date:

Toolkit document 7: record of contact other than face-to-face sessions

To be completed by the mentor

Representative's name					
Mentor's name					
Date		Time		Length of telephone call	
Email responses filed		Yes		No	
Discussion topic		Representation of members		Other employment issues	
		Health and safety issue		Education issue	
Summary of contact					

Toolkit document 8: record of face-to-face contact (shadowing and supervision)

To be completed by the mentor

Representative's name					
Mentor's name					
Date		Time		Length of telephone call	
Type of contact	Representative shadowing mentor			Other employment issues	
	Face-to-face discussion				
Topic	Representation of members			Other employment issues	
	Health and safety issue			Education issue	
Summary of contact					

Toolkit document 9: annual review record

To be completed by the mentor

Representative's name			
Mentor's name			
Date of review			
Learning development in the past 12 months			
Module 1		Portfolio sign-off	
Module 2		Portfolio sign-off	
Module 3		Evidence of reflection	
Other (please specify below)		Evidence of reflection	
Record of mentorship			
Face-to-face sessions	Number of sessions		Total time
Telephone contacts	Number of sessions		Total time
Email contacts	Number of sessions		Total time

Practice standards signed off			
Practice standard 1	Working towards		Complete
Practice standard 2	Working towards		Complete
Practice standard 3	Working towards		Complete
Practice standard 4	Working towards		Complete
Practice standard 5	Working towards		Complete
Practice standard 6	Working towards		Complete
Practice standard 7	Working towards		Complete
Practice standard 8	Working towards		Complete
Practice standard 9	Working towards		Complete
Practice standard 10	Working towards		Complete
Practice standard 1	Working towards		Complete
Practice standard 1	Working towards		Complete
Practice standard 1	Working towards		Complete
Practice standard 1	Working towards		Complete
Practice standard 1	Working towards		Complete
Practice standard 1	Working towards		Complete

Comments



The RCN represents nurses and nursing, promotes excellence in practice and shapes health policies.

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