



Institution of Railway Operators

# Mentoring Scheme Framework

- » Professional
- » Collaborative
- » Inclusive
- » Contemporary



The Institution of  
Railway Operators

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## Mentoring Scheme Framework

### 1.0 PURPOSE/OBJECTIVES

To assist practitioners (“Mentees”) to develop their professional competence, achieve their learning objectives and develop their behaviours through mentoring provided by more experienced practitioners (“Mentors”).

Mentoring is an arrangement in which a Mentor offers on-going support and guidance to a Mentee to help the Mentee manage his or her own learning and career development (called the “Mentoring Scheme”).

Gordon F Shea, in his book ‘Mentoring - A Guide to Basics’ defines Mentoring as: “...a process whereby mentor and mentee work together to discover and develop the mentee’s latent abilities, to provide the mentee with knowledge and skills as opportunities and needs arise, and for the mentor to serve as an effective tutor, counsellor, friend and foil who enables the mentee to sharpen skills and hone her or his thinking.”

### 2.0 PRINCIPLES/COMMITMENTS

The Mentoring Scheme is a service provided by the IRO and participants (Mentors and Mentees) must be members of the IRO.

#### 2.1. PRINCIPLES

The Mentoring Scheme provides a managed relationship between the Mentor and the Mentee to enable:

- Knowledge sharing
- Working through professional issues
- Improvement and career development
- Provision of a sounding board or critical friend when required
- The Mentor to act as an experienced and trusted guide within the confidential relationship.

The intent is not to teach, judge or necessarily to offer solutions but to provide a sounding board which will give the Mentee enough information to enable them to make the right decisions, and help them develop their own professional and personal skills and resources.

There will be a pre-agreed contract arranged between Mentor and Mentee defining:

- Duration of the contract (generally 6 months or by agreement);
- Limits of area(s) of exploration (objectives); and
- Dates, times and durations of meetings.

Benefits for the Mentee	Benefits for the Mentor
<ul style="list-style-type: none"><li>• develop themselves</li><li>• meet and succeed at challenges</li><li>• recognise strengths and weaknesses</li><li>• learn to build on strengths</li><li>• learn by example and mistakes</li><li>• do things differently</li><li>• gain knowledge</li><li>• practice effective inter-personal skills</li></ul>	<ul style="list-style-type: none"><li>• nurturing talent and growing capabilities</li><li>• gaining satisfaction from helping a colleague to develop</li><li>• unlocking potential</li><li>• be instrumental in a career transition</li><li>• contributes to CPD</li></ul>

#### 2.2 MENTOR COMMITMENTS:

- To give a defined number of hours of mentoring support and a specified number of hours within a pre-determined period (say monthly/quarterly).
- Avoid late cancellations or arrive late for meetings; and
- Attend all pre-arranged mentoring events.

## 2.3 MENTEES COMMITMENTS:

- Respect the voluntary commitment which Mentors are making;
- Avoid late cancellations or arrive late for meetings;
- Attend all pre-arranged mentoring events; and
- Not make unacceptable demands on their Mentor either in frequency or methods of contact or at un-reasonable times of day.

## 3.0 SELECTION

The Mentoring Scheme will be operated within all current legislation and the IRO values (see page 6 for full definitions):

- Professional
- Collaborative
- Inclusive
- Contemporary

### 3.1 CRITERIA FOR SELECTION AS A MENTEE:

- Prepared to learn/work/grow; and
- Prepared to keep appointments and maintain contact with the Mentor by face-to face/ telephone/e-mail etc.
- Contribution/commitment to the IRO;

### TRAINING REQUIRED BY MENTORS:

- Qualification or training in Mentoring/Life Coaching/Counselling; or
- Equivalent Line Management experience e.g. previous experience of managing people.

The Mentoring Scheme is not designed for Mentors who are just starting to learn how to mentor people. If you would like more information on developing your experience in this area then please contact your local Area to see if you can get on a free IRO Mentor Course. These run according to need in the Areas during the year.

## 4.0 LOCATIONS OF MEETINGS

Meetings should always be held in public or business premises and not at the home of any individual. Location of meetings will be pre-arranged by Mentor and Mentee.

## 5.0 IRO MENTORING SCHEME ORGANISATION

The Mentoring Scheme is managed by the IRO Mentoring Sub-Committee made up of Mentoring Advisors from the Area Councils.

The Mentoring Advisors will:

- Appoint Mentors (it is not possible to request a specific Mentor);
- Confirm Mentees;
- Arrange Mentor/Mentee pairings;
- Monitor the Mentoring Scheme's operation;
- Report to the Sub-Committee regularly on the Mentoring Scheme's progress.

As part of the selection process the Mentoring Advisor, as appointed from time to time, will carry out an informal interview to verify the qualifications and experience of applicants that have expressed an interest in becoming a Mentor. This is to ensure consistency of knowledge and skills amongst the Mentors.

Mentors give their services voluntarily and do so because they are happy to help less experienced members in their career development and to re-pay something towards the benefits they have received from membership.

The Mentor-Mentee pairing will normally last 6 months with a review to allow a further 6 months' extension. It is recommended that meetings should be held at about two-monthly intervals, but the frequency and arrangements for other contacts should be agreed between Mentor and Mentee.

At their first meeting the Mentor and Mentee should agree:

- What each expects from the pairing;
- The frequency and nature of contacts;

When communicating with one another the Mentor and Mentee need to remember that emails are not confidential. Mentees must make their own decisions and remember that the views of the Mentors are their personal views and not the views of the IRO. Mentees need to take responsibility for the decisions they make as the Mentor will not be held liable for any actions that the Mentee takes based on the suggestions given by the Mentor.

## 6.0 COMPLAINTS PROCEDURE

If a Mentee has a complaint about a Mentor or vice versa, we would encourage you to try and resolve the issue before contacting a member of the IRO Mentoring Sub-Committee.

If any participant considers they have grounds for complaint about the operation of the Scheme they should raise the issue initially with a member of the IRO Mentoring Sub-Committee by emailing [mentoring@railwayoperators.co.uk](mailto:mentoring@railwayoperators.co.uk)

If, having referred a complaint to the IRO Mentoring Sub-Committee, the participant is not satisfied with the outcome, they can raise the issue with the CEO of the IRO.

## IRO Values

These are the IRO values. They are used by us to inform decisions in the business as well as the manner in which we work. Written below each one are examples of how the IRO is attempting to use them. Think about how they might inform what you do as a Mentor or a Mentee.

### Professional

- To work as if we were already Chartered
- To help the industry express itself in terms of professional standards and instil pride
- To determine the criteria for the achievement of professional standards
- To work with honesty and integrity at all times

### Collaborative


- To work within the entire railway sector
- To be a good partner and to be of service to our Corporate sponsors
- To build communities of good practice helping to share emerging best practice
- Use the language and existing mechanisms and forums of the industry

### Inclusive

- To seek to include the diversity of opinion and practice in operations
- To have appealing learning products and learning pathways for all staff at all levels
- To organise ourselves to enable maximum participation and nurture those who require more support

### Contemporary

- To comment on new developments
- To be future focused as well as informed by past learning
- To be of value for people building their careers in the industry
- To ensure we are working on the issues that the sector holds important



**INSTITUTION OF RAILWAY OPERATORS**  
Mentoring Scheme Mentee Application form

I wish to apply to be enrolled as a Mentee. I understand that Mentors, operating within the Scheme, provide their services voluntarily and I acknowledge and have noted particularly the Mentees' part of the Commitment section in the Policy and I will respect these in all dealings with my Mentor.

Name	
Organisation	
Job Title	
IRO Membership No.	
IRO Area	
Telephone Numbers	
E-mail	

I agree to these details being used by the Mentors, Mentor Advisor and Mentor Sub-Committee for the purpose of communications and management. Yes  No

I want to achieve the following objectives/learning outcomes/behaviours/knowledge gain:

1)	Short term (6 months)
2)	Short term (6 months)
3)	Short term (6 months)
4)	Medium term (12 months)
5)	Long term (1-5 years)

• I confirm that I am committed to being a Mentee in accordance with the principles of the Mentoring Scheme and the values of the IRO.

• I understand that by participating in the Mentoring Scheme I own and take full responsibility for the outcome of all decisions made as a result of my participation.

• I will make my own decisions based on the guidance/suggestions given my Mentor and accept that this is their individual view and not that of the IRO.

Signed \_\_\_\_\_ Date \_\_\_\_\_

How did you hear about the Scheme? Advert / Website / Word of Mouth / Requested / Other



Please return this form  
2 of 2

**Mentoring Scheme Mentor Application form**

I wish to apply to be appointed as a Mentor. I acknowledge that I am offering my services on a voluntary basis and I am prepared to provide mentoring support to IRO members.

Name	
IRO Membership No.	
IRO Area	
Telephone Numbers	
E-mail	

I agree to these details being used by the Mentees, Mentor Advisors and Mentor Sub-Committee for the purpose of communications and management. Yes  No

I would need to attend the FREE brief training session on mentoring: Yes  No

I confirm that I satisfy the required conditions:

Relevant Qualifications/Training	
Relevant Experience	
I have particular interest in working with Mentees in the following areas:	

I confirm that I am prepared to work as a Mentor in accordance with the principles of the Mentoring Scheme and the values of the IRO.

I agree to reporting mentee issues which may have legal or diversity implications if my background does not support advice in that area.

Signed..... Date.....

How did you hear about the Scheme? Advert / Website / Word of Mouth / Requested / Other