

Last reviewed: 27 Oct 20
By: Roz Warren, Coordinator



MENTOR FOR CHARITY MENTORS: ROLE DESCRIPTION

The role of a mentor is to provide mentoring support to charity leaders and managers to facilitate strategic thinking and skillful leadership. They encourage mentees to optimize their own problem solving abilities and knowledge, so that decisions can be made on the basis of all available information and the analysis of all possible options.

The Charity Mentors' model is:

- Short-term: The aim is to complete each mentoring project within four months (with some leeway).
- Strategic: All projects involve challenges around strategy development and implementation.
- Specific: Clear goals are set at the beginning of the projects with a pre-agreed picture of what completion of the project will look like in terms of outcomes.

This is a voluntary, unpaid role.

Mentors should not give the impression that their role is to advise or fix problems. Responsibility and ownership of decisions must remain with the mentee. If professional advice is required mentors must refer to an appropriate professional. Where unsafe or illegal practices are uncovered mentors must consult with the coordinator, who will refer to the trustees.

Other requirements of the role include:

- Undertake an average of two mentoring projects per year.
- Attend at least two of the four annual mentoring meetings, and, where possible active participation in group case discussions.
- Meet with mentoring "buddy" for one-on-one sharing and reflection. For the first 2 mentoring projects, we ask that a buddy meeting takes place at the beginning and end of each project and would then encourage buddy meetings to continue on an annual basis.
- Attend reviews with the coordinator in order to discuss the mentoring process, performance standards, case histories and future availability. The structure of the review is detailed below. Reviews would be arranged for years 1, 3 and 5 of the mentor engagement.
- A willingness to take on a range of problems and clients.
- Maintain strict confidentiality, sharing information with Charity Mentors with the agreement of the mentee. Confidentiality must also be maintained when a mentoring project is used as a learning case study at a mentors' meeting.

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- Communicate with the coordinator as needed during mentoring projects (and to respond promptly to requests for information or enquiries about availability for a particular mentoring project, as far as possible within 2 working days for email replies).
- Complete and return feedback forms at the end of each mentoring project and follow feedback guidelines for final meeting with mentee concerning reflection and 6-month follow-up.
- If for any reason a mentor can no longer fulfill the requirements of the role (including attending at least two meetings, the reviews with coordinator and mentoring projects), he or she should contact the coordinator and either agree to a suspension or a termination.
- Any agreement that extends the relationship between the mentor and the organisation beyond that covered by the pro-bono mentoring services, must not proceed until after the termination of the Charity Mentors' project, and the coordinator of Charity Mentors should be informed of the terms of the relationship.
- Please read our policies on taking trusteeships with client organizations, giving references to client organizations, confidentiality, expenses, complaints and equality and diversity. We also have a signed code of conduct which we ask all mentors to read and acknowledge.

It is also hoped that mentors will occasionally assist Charity Mentors by:

- Attending additional meetings and events in order to talk about the work of Charity Mentors and to promote the service.
- Promoting the service within their own networks.
- Alerting Charity Mentors if they hear of individuals who might be suitable as mentors.
- Contributing ideas and inspiration to ensure that Charity Mentors continually improves the service that it offers.

Termination of role:

- Charity Mentors reserves the right to cease to offer projects to mentors, for whatever reason. If issues arise, these can be discussed at the time or at a review meeting. However, if a decision is made that no further projects will be offered, then, even though Charity Mentors may try to explain the thinking, this decision is final and the mentor's name will be removed from the Charity Mentors' list.
- A mentor's initial term of service is to be limited to five years, renewable by agreement.
- A mentor has the right to terminate their role at any time although it would be appreciated if they could give as much notice as possible and fulfill their mentee obligations before termination.

If you have any questions regarding this role description, please feel free to email roz@charitymentors.co.uk. On taking up a mentoring role, we do ask each new mentor to sign a "code of conduct" which is based around this role description.

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Structure of Review¹:

These reviews support our strategic aim to “Strive for continuous improvement in service quality and impact”. They are a key ingredient in our desire to enhance the quality and performance of our mentoring.

The review sessions give our mentors an opportunity to discuss their client feedback, and for them to make known preferences, issues or ideas. They take place after the first year, at the end of year 3 and at the end of year 5 (the completion of the mentoring term) between each individual mentor and the coordinator.

The meetings should last no more than an hour, and should be arranged directly between the mentor and the coordinator.

In advance of the meeting, mentors will be sent electronic copies of all their relevant referral and feedback forms, along with the following discussion questions for them to reflect on in advance of the meeting:

1. What did I do well/should do more of?
2. What did I do less well/should do less of?
3. What should I start doing?
4. How can I improve as a mentor?
5. What assistance can CMO provide that would help me to be a better mentor?
6. Any reflections on the operations of CMO?

In addition, the following parameters would be reviewed:

- Length of term as mentor
- Number of projects undertaken
- Time taken for each project
- Attendance at mentor meetings
- Buddy engagement
- Willingness/ability to take on a range of clients
- Communication with coordinator
- Mentor feedback reflections
- Mentee feedback reflections
- Level of engagement with Charity Mentors generally

• ¹ Please see the requirement in the role description, where we ask that mentors: “Attend a review in order to discuss the mentoring process, performance standards, case histories and future availability...”