

# Mentoring Handbook



# Contents



---

## 03

INTRODUCTION  
WHAT IS MENTORING?

## 04

BENEFITS OF HAVING A  
MENTOR

## 05

ROLES AND  
RESPONSIBILITIES

## 06

THE MATCHING PROCESS  
THE FIRST MEETING

## 07

MENTORING CONTRACT  
GOALS AND OBJECTIVES  
FREQUENCY AND  
DURATION OF MEETINGS  
CONTACT BETWEEN  
MEETINGS

## 08

CANCELLATIONS  
CONFIDENTIALITY AND  
MAINTAINING RECORDS  
REVIEWING PROGRESS  
THE END OF THE  
MENTORING PROCESS

## 09

FURTHER GUIDANCE  
AND SUPPORT

# Introduction

This brief guide has been produced to support mentors and mentees and provides information about what you can expect from the BPA's Mentoring Scheme.

## What is mentoring?

Mentoring is:

- A means of supporting an individual's professional development
- About increasing an individual's competence and confidence
- One person helping another to make significant transitions in knowledge, work or thinking
- A clearly structured, time-bound and self-managed process with clear, mutually agreed roles and goals.

Our mentoring scheme aims to match aspiring individual members with experienced leaders in the parking sector for a 12-month structured mentoring relationship.

It is run by the BPA, with learning interventions provided by an external training provider.

The focus is on the transition from junior / first-line management / supervisor positions into a leadership position. This transition requires the acquisition of new knowledge and skills.

Support from leaders who have been through this journey before will be invaluable in equipping our mentees with the tools to progress and add value as they progress their careers.



## Benefits of having a mentor

Mentoring provides individuals with valuable time and space to discuss professional and organisational issues and gives the mentee an opportunity for constructive reflection with an experienced professional who will be open, honest and impartial.

By embarking on mentoring, mentees will have the opportunity to:

- gain fresh insight into the parking sector
- gain a confidential adviser to sound out ideas
- challenge accepted wisdom and mind-set
- discuss challenges or skills with particular people
- discuss alternative strategies and how they might be implemented
- draw upon the mentor's experience
- find out about new networks and alternative sources of information
- gain specific insights to improve performance.

Mentoring is a challenging and thought-provoking process and a superb opportunity for personal development for both the mentor and mentee.

# Roles and responsibilities

The relationship between mentor and mentee is very much mentee-centred - focusing on their professional and personal development. The emphasis is on enabling and empowering the mentee to take charge of their development and career progression.

## The role of the mentor is to:

- actively listen
- question, to elicit facts
- confront and discuss current issues
- provide information, impart knowledge and give advice
- make introductions and provide access to both formal and informal networks / groups
- signpost to appropriate resources or other areas of support and development
- offer a different perspective
- offer support and encouragement
- draw on own experience when appropriate

## The role of the mentee is to:

- self-reflect
- clarify their goals and ambitions
- develop and manage a career plan
- be honest and open about their development needs / barriers to progress
- actively listen
- clarify understanding
- prepare to change their assumptions and consider different perspectives
- take responsibility for their own development
- invest the time needed to carry out development tasks and activities



# Mentor



## The matching process

The BPA's Mentoring Advisory Panel will match potential mentors and mentees based on the skills and experience needed by the mentee and offered by the mentor.

Both mentors and mentees will then be informed of the matching outcome and introduced to each other via a virtual meeting. If it is not possible to create a suitable match for a mentor or mentee, they will be informed and their details kept on file until the next round of mentoring takes place.

## The first meeting

The first conversation between a mentor and mentee should include the exchange of information about career histories, interests and the mentee's reasons for seeking a mentor. The first meeting is a good time to find out about the mentor's particular mentoring style and whether they can provide the mentee with the challenge, learning opportunities and expertise required.

It is important that the personal chemistry is right. In some cases people know very quickly that they want to get started and will start to agree the practicalities. Others prefer to reflect on the conversation and agree to contact each other within a few days to let them know if they want to go ahead. Both parties are seeking to establish a relationship based on equal responsibility and mutual respect.

# Mentoring contract

It is important to clarify how the mentoring relationship will work and agree on expectations and responsibilities. To aid this process it is helpful to agree a contract. We have created a simple form that could be used as a starting point for your contracting discussion in Appendix I.

## Goals and objectives

Expectations of the mentoring relationship should be discussed at the first meeting. The mentee needs to think carefully about the outcomes they want from the mentoring process, and what they hope to achieve within the 12 month timeframe given.

Things for the mentee to consider include:

- Specific career progression or promotion goals
- Desired changes to working relationships
- Improving personal impact
- Transitions needed in thinking, knowledge and work

## Frequency and duration of meetings

A mentoring session is a process that has a structure and needs time for ideas, issues and situations to be considered and discussed. Therefore sessions may last between 1-2 hours, including time to agree on action points for the next meeting. Both mentor and mentee must respect each other's time and other responsibilities, ensuring that they do not impose beyond what is reasonable.

The frequency of mentoring sessions will be jointly agreed by the mentor and mentee and will depend on individual circumstances and the nature of the mentee's goals. However, meeting every 6-8 weeks is a good rule of thumb for most partnerships.

## Contact between meetings

It should be discussed and mutually agreed whether e-mail or phone contact between sessions (for example to ask an unexpected question) is acceptable and under what circumstances.

## **Cancellations**

It should be agreed what to do in the event that someone needs to change the date or time of a planned session. It is expected that both parties will keep all agreed appointments and prioritise these meetings but there may be times where this simply isn't possible.

## **Confidentiality and maintaining records**

Mutual respect for confidentiality is essential and the boundaries of confidentiality should be discussed at the first meeting.

It is expected that both mentor and mentee will need to take notes as a record of their conversations in order to capture learning points and goals. These may contain confidential information (for example about career aspirations) and so must be stored appropriately. It should be made clear that all information about the content of a mentoring session remains confidential, unless mutual consent is given. The mentor and mentee should agree how notes should be taken, stored and what should happen to the notes at the end of the mentoring partnership.

## **Reviewing progress**

Expectations and progress on goals should be reviewed periodically. The BPA will facilitate a formal review at both the mid-point and end of the process for all mentors and mentees.

## **The end of the mentoring process**

The BPA mentoring scheme will run for 12 months. Towards the end of this period it will be a good time to talk about the end of the mentoring relationship, including strategies for the mentee to sustain learning when no longer meeting with the mentor. There will be a formal end review facilitated by the BPA as well as an opportunity to provide feedback.





## Further guidance and support

The BPA team is here to provide additional guidance and support. We have established a mentoring advisory panel to help deal with questions or concerns, including if things do not go entirely as planned with the mentoring process. In addition, our Professional Development Manager is always on hand to provide guidance on a range of professional development areas.

If you have any questions please contact [membership@britishparking.co.uk](mailto:membership@britishparking.co.uk)



## BPA Mentoring Contract

This contract sets out the details of the relationship between mentor and mentee. It should be completed at the first mentoring meeting and a copy kept by both mentor and mentee.

	Mentor	Mentee
Name:		
Telephone number:		
Email address:		
Agreed primary method of contact:		
Goals and objectives agreed:	1.  2.  3.  4.  5.	
Meeting frequency		
Meeting duration		
Meeting method / venue		
Agreed cancellation method		
Confidentiality discussed and agreed	Yes / No	
Any other relevant information		
	Mentor	Mentee
Signed:		
Date:		

An electronic version of this form is available from [membership@britishparking.co.uk](mailto:membership@britishparking.co.uk)