

## DIVERSITY DELIVERS

### EDUCATION & EXPERIENCE

Purpose: To provide an evaluation report relevant to the experience of the mentors and mentees taking part in the February 2011 non-executive mentoring programme.

#### **Background**

1. A key commitment in the Diversity Delivers action plan 2010-2011 was to undertake activity to support and develop future leaders. As a result a mentoring programme was developed. Initially this was aimed at participants on the open education programme. Following evaluation of the first mentor programme a decision was taken to target individuals who were close to making an application for a public appointment. The cohort that is the subject of this evaluation was made up from participants who applied to take part in the mentoring programme following attendance at specific outreach events aimed at women and advertisements placed on our LinkedIn discussion group. All of the mentees were women working in a range of roles and sectors at middle management and executive levels.

#### **Approach**

2. The research involved issuing invitations to complete an online survey hosted by 'Survey Monkey'. Two separate surveys were issued, the first to the mentees and the second to the mentors.
3. The surveys were issued by email and included a link to the survey together with advice that responses were anonymous.

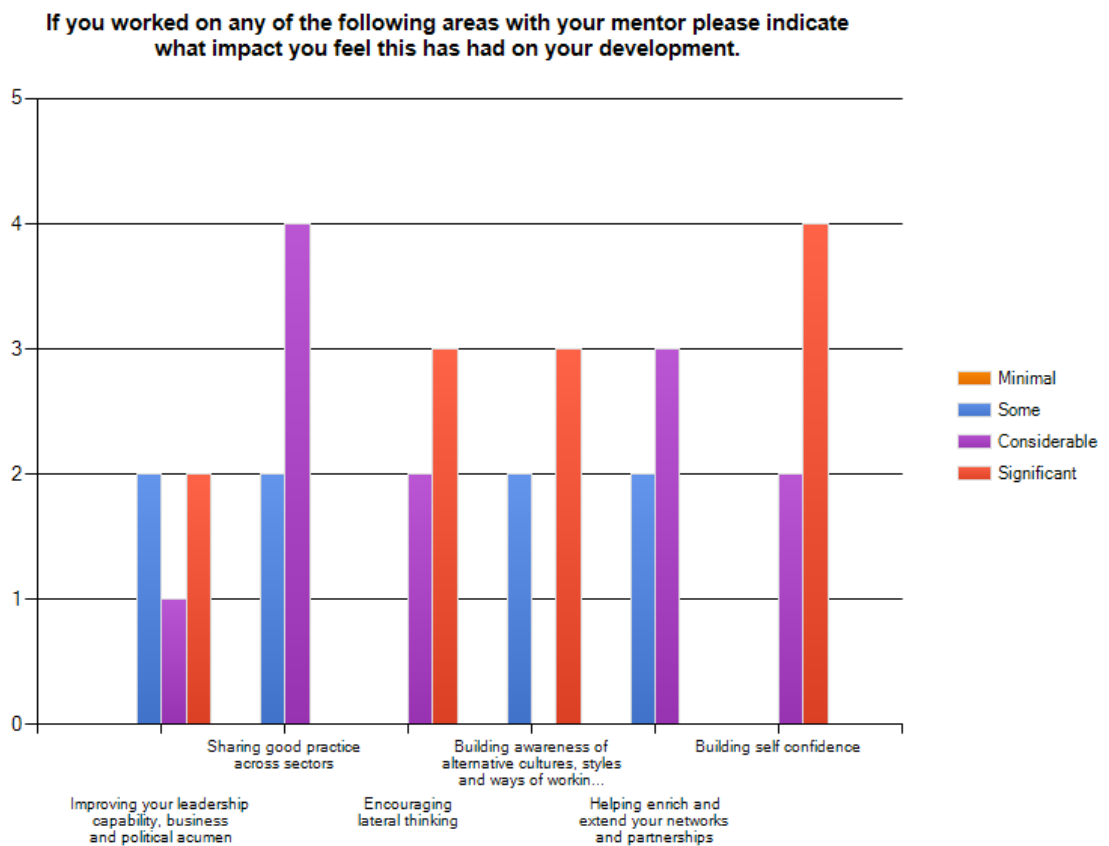
#### **Research Results**

##### **Stage 1 – Mentee research**

4. The invitation to the on line survey was issued to all 10 mentees. Six individuals accessed and completed the survey. The survey was open for a period of 2 weeks. The key results are as follows:
  - After the induction event all respondents had clear expectations of what to expect.
  - Five respondents rated their mentor as 'excellent'. One rated their mentor as 'good'
  - All respondents felt that the mentoring had a positive impact on their self-confidence.

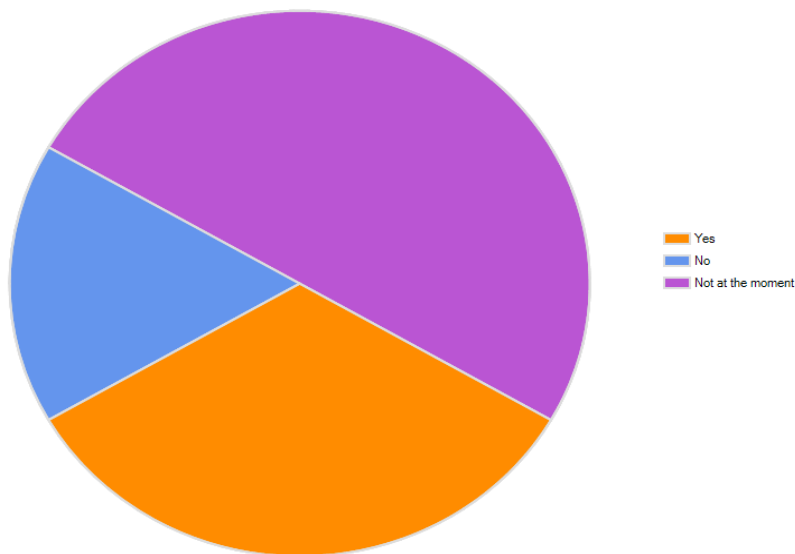
- All respondents felt that they had made progress towards their goals as a result of the mentoring relationship.
- None of the respondents offered suggestions to improve the mentoring service.

5. Respondents were asked to rate the impact of working with their mentor on key areas. The following chart shows that as a result of the mentoring all respondents reported considerable / significant improvement to the level of their self-confidence and all respondents also mentioned a positive impact with regard to sharing good practice across sectors.



6. The mentor network depends on the goodwill of mentors and where appropriate encourages mentees to join the network in the role of mentor. One of the respondents felt that they would not want to take up a mentoring role with the remaining respondents split between wishing to become a mentor now with others considering the option for a later date.

Would you like to be considered as a MENTOR in the future



7. Mentees were afforded the opportunity to provide free text comments about their experience on the mentoring programme. Five respondents provided comments. These are noted below:-

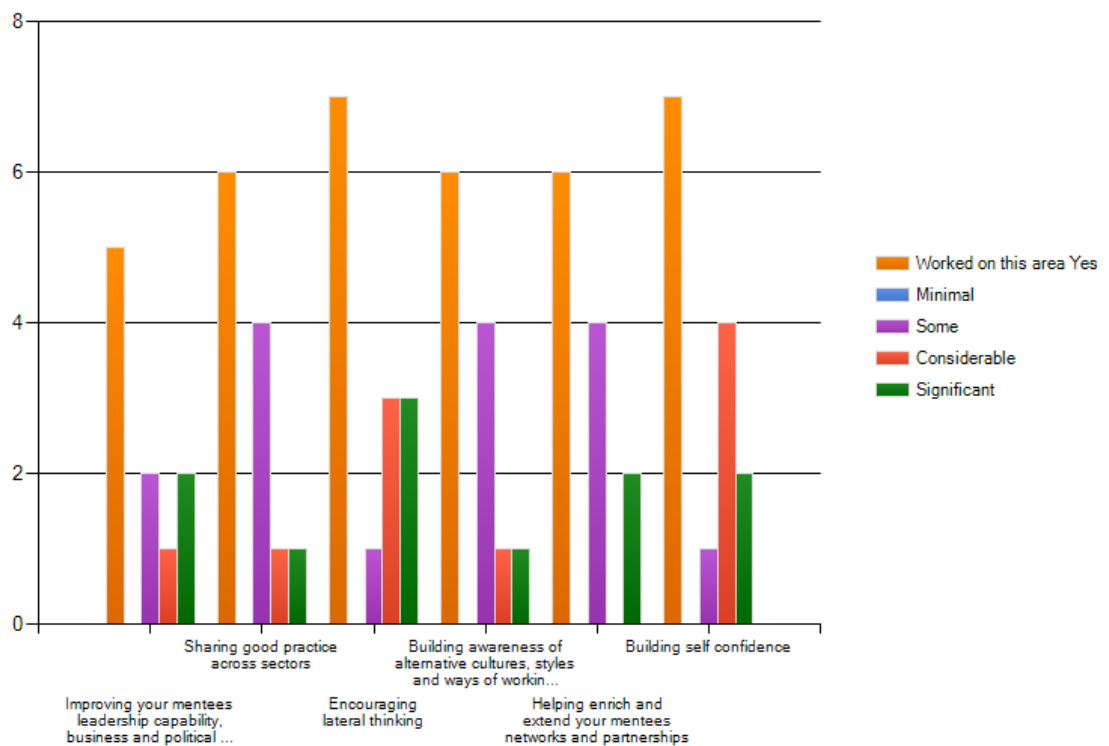
- *"I was very grateful for this opportunity and hope that others may benefit in the future"*
- *"Just to say thanks for the opportunity to participate in the programme"*
- *"Recent research report available from Hudson on women's different aspirations recommends setting up mentoring programmes as a toehold up"*
- *"I am so grateful for this opportunity. It came at exactly the right time for me. Since starting on the mentoring programme I have moved to a new job and achieved another public appointment - and all within the space of six months."*
- *"I am enjoying the experience of being mentored, it is the first time I have had a formal mentoring relationship. I hope to continue with the relationship longer than 6 months"*

## **Stage 2 – Mentor research**

8. The invitation to the on line survey was issued to the nine mentors involved in the February 2011 programme. Six responded, with one mentor completing the survey twice, reflecting their experience of two mentoring relationships taken forward following the mentee induction day in February 2011. As a result seven responses have been received in total.

9. After training and at the start of the programme all mentors felt they were fully briefed on the mentoring process and had an understanding of what was expected as them as mentors.
10. Mentors were asked if they wished to continue as a mentor to individuals interested in pursuing a public appointment. One respondent did not wish to continue.
11. Mentors were asked to provide information regarding the areas they had covered with their mentee and from their own perspective how much impact this had had on the mentees development.

**If you worked on any of the following areas with your mentee please indicate what impact you feel this has had on the mentees development.**



12. The mentor's responses are very close to the actual impacts reported by the mentees, however it is clear that the mentees feel that as a result of the mentoring relationship that self-confidence has been a greater area of development than perhaps mentors would have realised.
13. Mentors were asked to describe their expectations of mentoring. All six respondents provided a free text statement to describe their expectations:-

- "That I would apply experience and mentoring skills to assist others who wished to take up public appointments."

- "A two way process of honest communication with the mentee having objectives that he/she wished to achieve by working with a mentor"
- "To help interested people to become non-execs"
- "Supporting a mentee to apply for and ultimately [sic] gain a public appointment"
- "Supporting my mentee to consider and, if they found one of interest, to apply for a public appointment"
- "Opportunity to use skills in a new setting and a new way. Opportunity to meet and work with people in a different field. Interesting work."

14. Mentors were also asked how likely they were to find opportunities to continue using the skills associated with mentoring in their everyday role. One respondent thought they would be unlikely to use the skills in their everyday role. Mentors who thought they would be likely or very likely to use the skills in their everyday roles were asked to provide some free text describing the situations or frequency that they might expect to use their mentoring skills.

- *"I would hope that OCPAS - having invested some time & effort in training me - would wish to continue using the skills I have acquired."*
- *"Always helpful in everyday work"*
- *"In another mentoring relationship beginning this week through the Mentoring Partnership Scotland"*
- *"I am part of the Mentoring Partnership Scotland scheme and have been paired with another mentee. The chemistry meeting is on 26 January. If that goes well, I will be engaged in another mentoring partnership."*
- *"As a board member, many of the skills involved in a mentorship relationship are helpful and supportive in fulfilling the role"*
- *"In general people management / other coaching"*

## Summary

15. These survey results show that both mentors and mentees had clear expectations of the mentoring relationship and that for the majority of respondents these expectations had been realised. This would suggest that the induction provided to mentees and the level of training and support available to the mentors is appropriate for this type of programme.

16. At this stage it is difficult to assess if this specific mentoring programme has resulted in the appointment of any of the mentees

to the board of a Scottish public body. However, according to the feedback received from mentors, there was a clear focus in the mentoring relationships on the pursuit of such a position. Mentees have been asked to contact the Commissioner for Public Appointments in Scotland should they apply for and/or be appointed to a non-executive position.

17. Despite there being no clear outcome in terms of appointments anecdote from mentees and mentors suggests that the majority of mentees are committed to pursuing a non-executive position at some stage.

### **Recommendations**

18. That Mentoring Partnership Scotland gives a particular focus to promoting the expertise available to prospective mentees with regard to mentoring and non-executive positions.
19. That Scottish Government is asked to consider funding future mentee induction events as part of its activity to widen the pool of prospective applicants for public appointments.

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