



THE ROLE OF LINE MANAGERS AND MENTORS

18 July 2023

TL

TODAY'S TEAM



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AGENDA

- 1 Context**
- 2 Line management and mentoring**
- 3 Processes and skills**
- 4 Work and learning**
- 5 Mentoring schemes**
- 6 Q & A**
- 7 Next steps and support available**

POLL



***WHAT TYPES OF YOUNG PEOPLE
DO YOU CURRENTLY HOST IN
YOUR WORKPLACE?***

T-LEVELS |

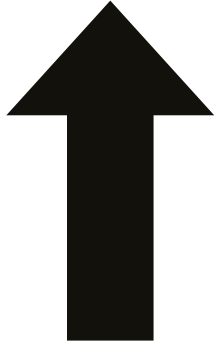


HM Government

POLL



***HOW CONFIDENT ARE YOU AND YOUR
TEAMS, IN LINE MANAGING AND MENTORING
YOUNG PEOPLE IN YOUR ORGANISATION?***



CONTEXT



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THE T LEVEL PROGRAMME

2 years

80%

Up to 1400 hours

TECHNICAL QUALIFICATION

Core

English and maths

Occupational specialism

Other requirements

20%

At least 315 hours
350 hours average

Technical skills and knowledge

Practical skills for employment

Meaningful contribution in the workplace

INDUSTRY PLACEMENT

INDUSTRY PLACEMENTS

- Work and learn
- Develop technical skills and professional behaviours
- Make a meaningful contribution
- Are managed and supported



**MORGAN
SINDALL**
CONSTRUCTION



- Bespoke one-to-one support
- Tools and case studies – including mentoring guide
- Book workshops and webinars

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For support, email employers@strategicdevelopmentnetwork.co.uk

The screenshot shows the GOV.UK website page for 'T Levels and industry placement support for employers'. The page features a search bar at the top right and a 'GIVE FEEDBACK' link. The main heading is 'Discover your future workforce', with a sub-heading 'T Levels: a new qualification developed in collaboration with employers.' and a 'Find out more about T Levels' button. Below this, there are several sections: 'An industry placement is at the heart of each T Level course:', 'Early access to the brightest talent', 'Shape the future of your industry', 'Partner with a school or college', 'Skill areas and courses' (with a sub-section for 'Digital and IT'), 'T Level workshops and webinars', 'Have a T Levels question?', and 'Contact us'. Each section includes brief descriptions and links to further information.

GOV.UK Search for support

T Levels and industry placement support for employers

GIVE FEEDBACK This is a new service - [help us to improve it](#)

Discover your future workforce

T Levels: a new qualification developed in collaboration with employers.

[Find out more about T Levels](#)

An industry placement is at the heart of each T Level course:

Early access to the brightest talent

Shape the future of your industry

Partner with a school or college

Offer a placement or find out more about their T Level programme.

About T Levels and industry placements

What industry placements and T Levels are, and how they could work in your business.

Plan industry placements

Guidance to help you plan, covering legal compliance, working with providers and paying students.

During industry placements

How to work with students while they are on a placement, and end-of-placement reviews.

Business benefits and case studies

Benefits of an industry placement at your company, including the £1,000 employer incentive.

Skill areas and courses

Digital and IT

With courses ranging from development and design to business support, how could a T Level student help your business thrive?

[All skill areas](#)

T Level workshops and webinars

How might industry placements work for your legal, finance and accounting roles?

18 May 2022 3:00pm (1 Hour)

[All workshops and webinars](#)

Have a T Levels question?

Our T Levels support bot is here to help you find the answers. [Ask a question](#)

Contact us

If you'd like to speak to someone about T Levels or industry placements, or can't find what you're looking for, [contact us](#)



***LINE MANAGEMENT
AND MENTORING***

DEFINITIONS

Line management

Direction, coordination and support enabling a team member to perform a task/tasks

Mentoring

When a more experienced colleague uses their greater knowledge, experience and understanding of work or the workplace to provide guidance, support and practical help in the development of a more junior or inexperienced member of staff



POLL MENTORING IN INDUSTRY PLACEMENTS

Which of these roles are best carried out by the line manager and which by the mentor?

ROLES

Line Manager	Mentor
Set work tasks	Navigate the organisation
Manage timelines and progress	Ask questions from different angles
Assess work performance and outputs	Believe in ability and potential
Communicate within and across teams	Be a sounding board
Conduct work reviews and appraisals	Impart useful knowledge and experience
Support achievement of day-to-day tasks	Provide encouragement and support
Ensure healthy and safe working practices	Identify and work towards career goals



***BENEFITS OF
HIGH-QUALITY
MENTORING***

BENEFITS

96%

of managers feel coaching is an effective way to promote learning in organisations

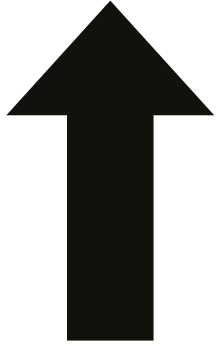
IMPROVED:

- Communication
- Motivation
- Delegation
- Empowerment
- Planning
- Monitoring skills

Mentoring gives the mentee tools and strategies to become a more independent, innovative and responsible learner.

Mentors direct mentees towards activities and practices which promote self-reflection. This means that over time, mentees become more empowered in making their own decisions and solving their own problems.

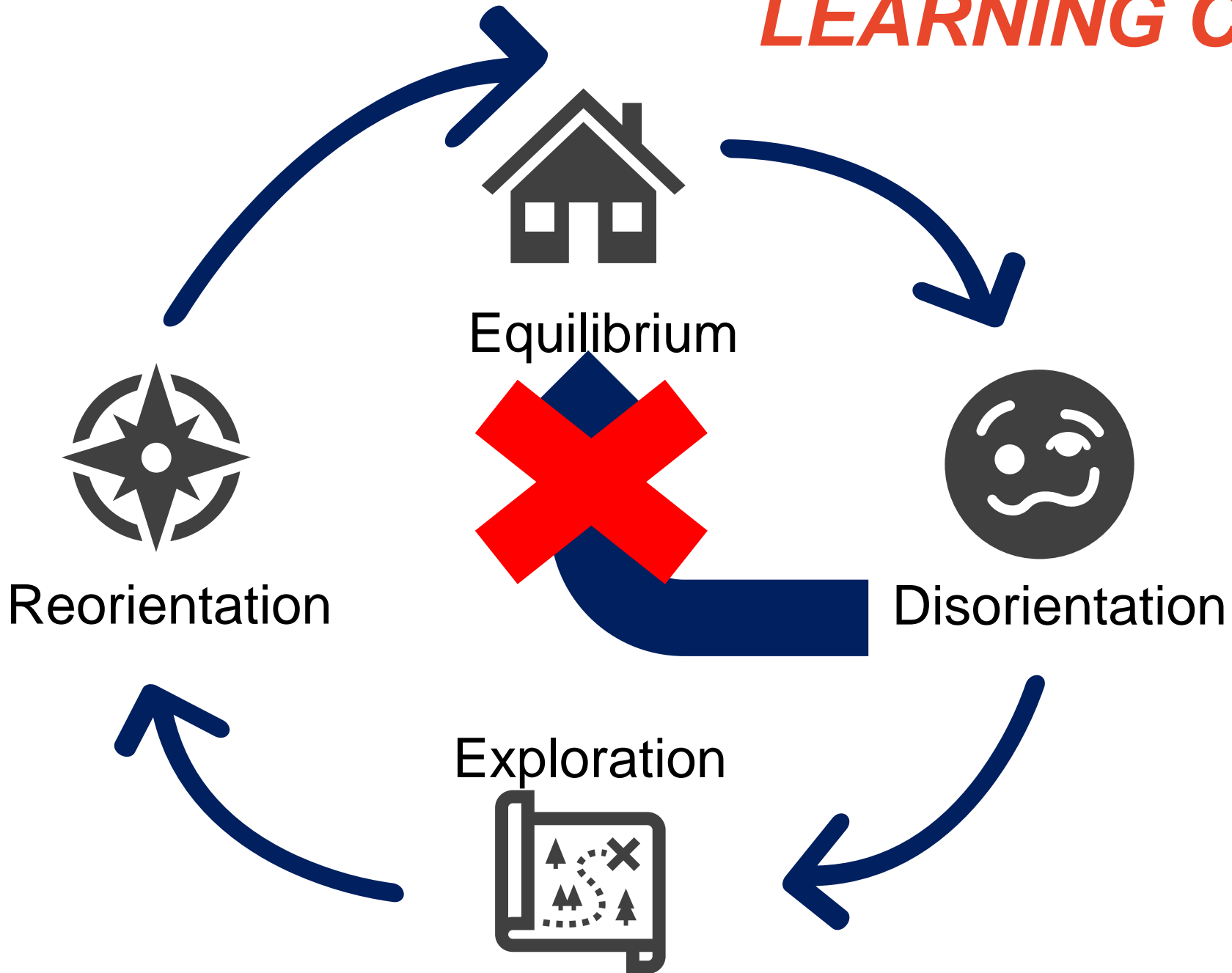




PROCESSES AND SKILLS

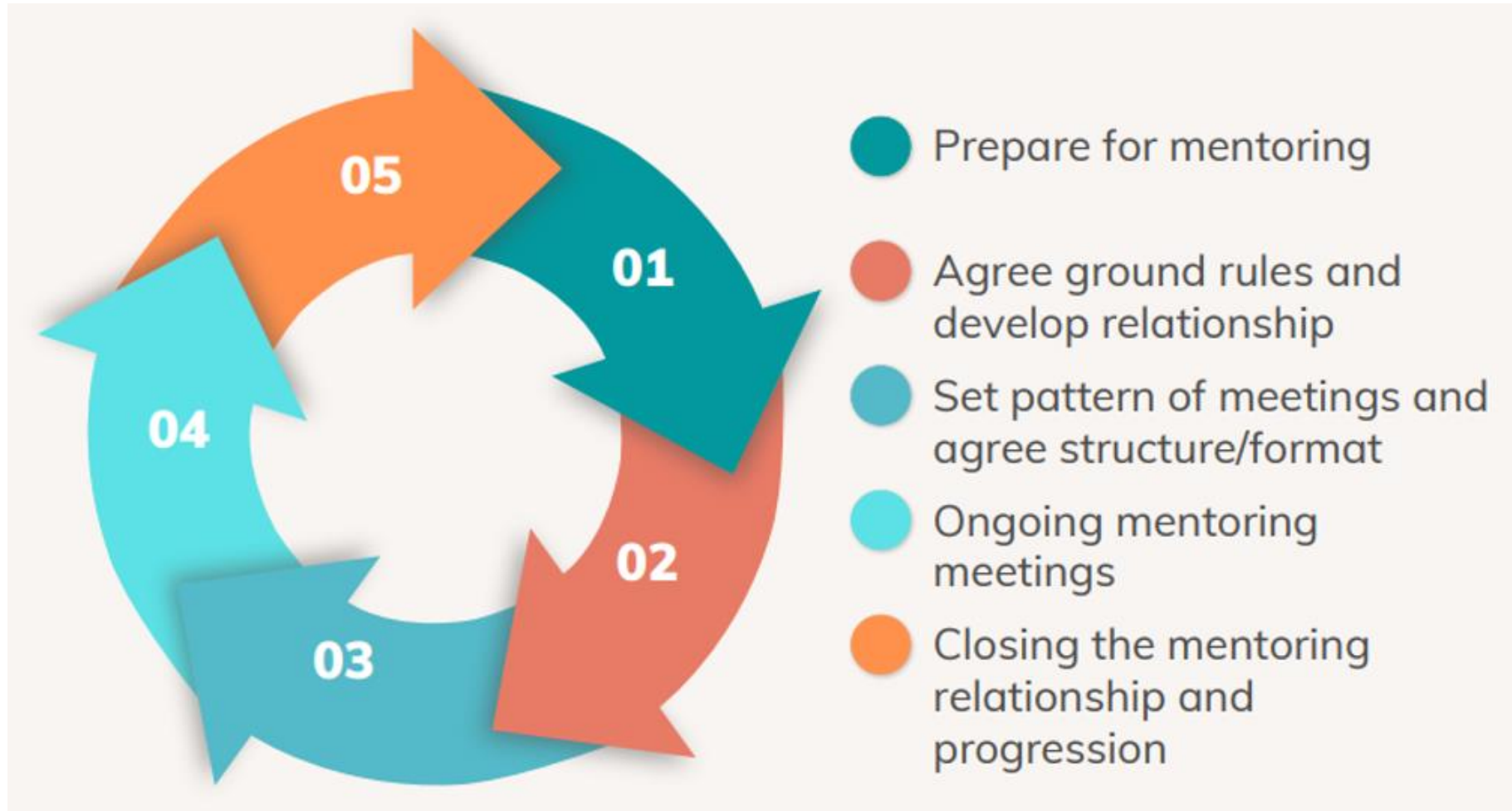


LEARNING CYCLE

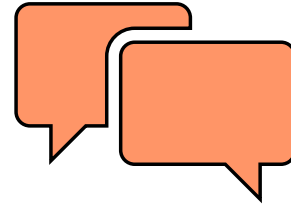


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THE MENTORING CYCLE



SKILLS



Giving Feedback



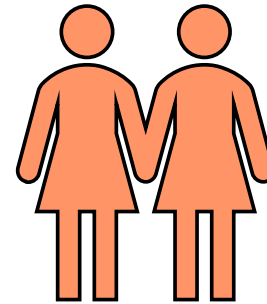
Goal Setting



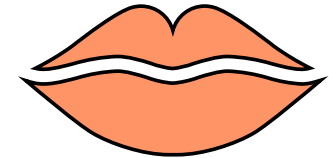
Active listening



Empathy



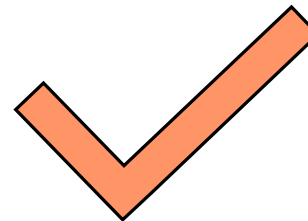
Build Trust



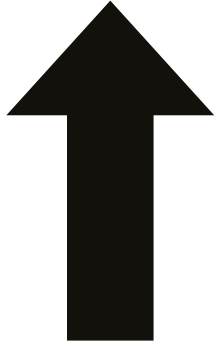
Confidentiality



Flexing your Style



Inspiring Confidence



WORK AND LEARNING



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WORKING AND LEARNING

- Learning is a by-product of work
 - 90% for technicians and healthcare workers
 - 80% for trainee accountants
- Organising work makes a big difference to learning



GOOD FOR LEARNING

- Being part of a group or team
- Working alongside other people in the group
- Working with customers or clients (internal and external)
- Taking part in discussions inside and outside the group
- Helping to solve problems

HELPFUL BEHAVIOURS

- Ask questions and find out information
- Watch and listen
- Learn from mistakes
- Reflect on what's going on
- Get (and give) feedback

OTHER FACTORS

- Level of confidence and motivation
- The type of work and the attitude to it
- Other people's influence

YOUNG PEOPLE NEW TO WORK

1. Recognise they are students ➤ be patient and watchful
2. Share experience ➤ act like a mentor
3. Welcome questions ➤ students should be curious!
4. Keep an eye on workload ➤ manage time, prioritise
5. Focus on professionalism ➤ conduct, etiquette, emotion
6. Be a great example ➤ role model, behaviour norms





***MENTORING
SCHEMES***

COMPONENTS

- Structured programme to develop people in the business
- Standards for carrying out the mentoring role and being mentored
- Process to identify, select and match mentors
- Management and monitoring arrangements

COMPONENTS

1

Introduction to mentoring

What is mentoring?
Types of mentoring

2

Design and planning 10 steps

Programme management
Define your target audience
What type of programme will you offer?
Resources
What are the programme goals?
Mentor Champion
Recruitment and matching
Training and development
Delivery
Programme evaluation

3

Programme management

Management group
Management of programme information
Programme monitoring
Staff development
Marketing
Risk management

4

Operations delivery

Recruitment and selection
Training mentors and briefing mentees
Matching mentors and mentees
The mentoring relationship
Recognition and reward

5

Evaluation

Programme evaluation

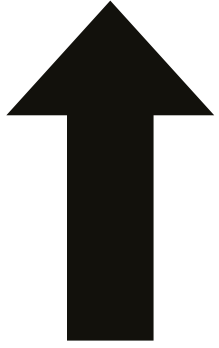


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SETTING UP A MENTORING SCHEME

Task	Description	Time Period
Planning		Pre-Programme
Pre-Planning	Conduct needs assessment of the business.	
Pre-Programme Development	Management team agree goals of programme	
Structure the Mentoring Programme	Determine the purpose, type of mentee needs, goals, mentoring model, and structure of the programme	
	Recruit / appoint and provide training for the Mentoring Programme Co-ordinators	
	Recruit / appoint and provide training for the Mentoring Programme Champion	
	Develop and write policy and processes for the programme, including selection criteria, recruitment process, monitoring, review, evaluation, and risk assessment.	
	Set programme budget	
	Develop marketing campaign	
Marketing and promotion		Month 1
Marketing campaign	Marketing campaign is launched and actively promoted by Mentoring Programme Champion, HR, Communications Team, Mentoring Programme Co-ordinator.	
Mentor and Mentee Recruitment and Selection		Month 1
Mentor and Mentee Recruitment	Identify potential sources for recruitment	
	Run recruitment campaign	
	Interview mentors and mentees	
Mentor/Mentee Selection	Select people for the programme	
Training		Month 2 / 3
	Identify trainers	
	Mentor and mentee training	

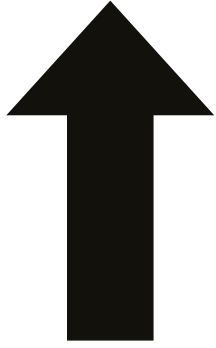
Task	Description	Time Period
Matching		Month 3
	Match mentors and mentees on the basis of information from application (gender, goals, career interest, skills).	
	Formal opening of the programme that allows for the first mentor/mentee meeting.	Month 3
Mentor/Mentee Activities	Arrange for mentors and mentees in the programme to attend programme review activities	Quarterly
	Mentoring Programme Champion meets with mentors and mentees as part of the review and promotion process	Quarterly
Ongoing support		Months 3-12
	Mentoring Programme Co-ordinator assist mentors/mentees with review process and arrange any additional training	Throughout the programme.
Feedback from Mentors and Mentees	Mentoring Programme Co-ordinator receive mentors and mentees programme reviews to ensure the programme is on track to deliver the business and programme objectives	Quarterly
Mentor Support Sessions	Mentor support meetings.	Varies according to the programme size
	Mentoring Programme Co-ordinator monitor mentor/mentee relationships.	Bi-monthly
Recognition		Annually at a minimum
	Celebrate and recognise the accomplishments of the programme and mentors'/mentees' contributions.	
Closure & Evaluation		Month 12
	Determine what outcomes to measure and evaluate.	During planning phase
	Measure outcomes and conduct evaluation.	Annually
	Close programme	
	Review programme progress and refine as needed.	Annually
	Reflect on and disseminate findings.	Annually



Q&A



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***NEXT
STEPS AND
SUPPORT***



- Bespoke one-to-one support
- Tools and case studies – including mentoring guide
- Book workshops and webinars

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The page is divided into several sections:

- An industry placement is at the heart of each T Level course:** This section includes two sub-sections: "Early access to the brightest talent" and "Shape the future of your industry".
- Partner with a school or college:** This section offers a placement or more information about the T Level programme.
- About T Levels and industry placements:** This section provides information on what industry placements and T Levels are, and how they could work in a business.
- Plan industry placements:** This section offers guidance on legal compliance, working with providers, and paying students.
- During industry placements:** This section provides information on how to work with students during placements and end-of-placement reviews.
- Business benefits and case studies:** This section highlights the benefits of industry placements, including a £1,000 employer incentive.
- Skill areas and courses:** This section features a sub-section for "Digital and IT", which discusses how T Level students can help businesses thrive. It includes a link to "All skill areas".
- T Level workshops and webinars:** This section provides information on how industry placements work for legal, finance, and accounting roles, and includes a link to "All workshops and webinars".
- Have a T Levels question?:** This section offers a support bot to help find answers, with a link to "Ask a question".
- Contact us:** This section provides contact information for those who want to speak to someone about T Levels or industry placements.

THANK YOU

<https://employers.tlevels.gov.uk/>



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This advice is general guidance and is not legal advice. It should not be acted on without a full understanding of your current situation. You can access the latest government guidance on industry placements at www.tlevels.gov.uk. SDN Enterprises Ltd (trading as SDN) has tried to ensure that the information and advice we give is accurate. However, SDN will not accept liability for any loss, damage or inconvenience arising as a consequence of any use of or the inability to use any information or advice given.

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