



# ***THE ROLE OF LINE MANAGERS AND MENTORS***

***24 November 2022***

**TL**

# TODAY'S TEAM



**Jemma Froggitt**  
**Webinar Chair**

Professional Development Executive  
SDN



**Alison Sumpter**  
**Webinar Facilitator**

Industry Placement Team  
SDN



**Simon Shaw**  
**Webinar Facilitator**

Industry Placement Team  
SDN

# ***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 |**

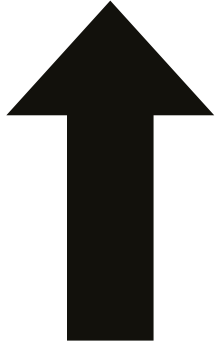


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**POLL**



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



*CONTEXT*



*TL*

# 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

**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](#)

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**Contact us**  
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***For support, email***  
**[employers@strategicdevelopmentnetwork.co.uk](mailto:employers@strategicdevelopmentnetwork.co.uk)**



***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

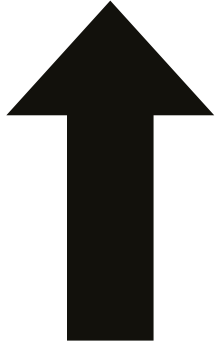
Mentoring gives the mentee tools and strategies to become a more independent, innovative and responsible learner.

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.



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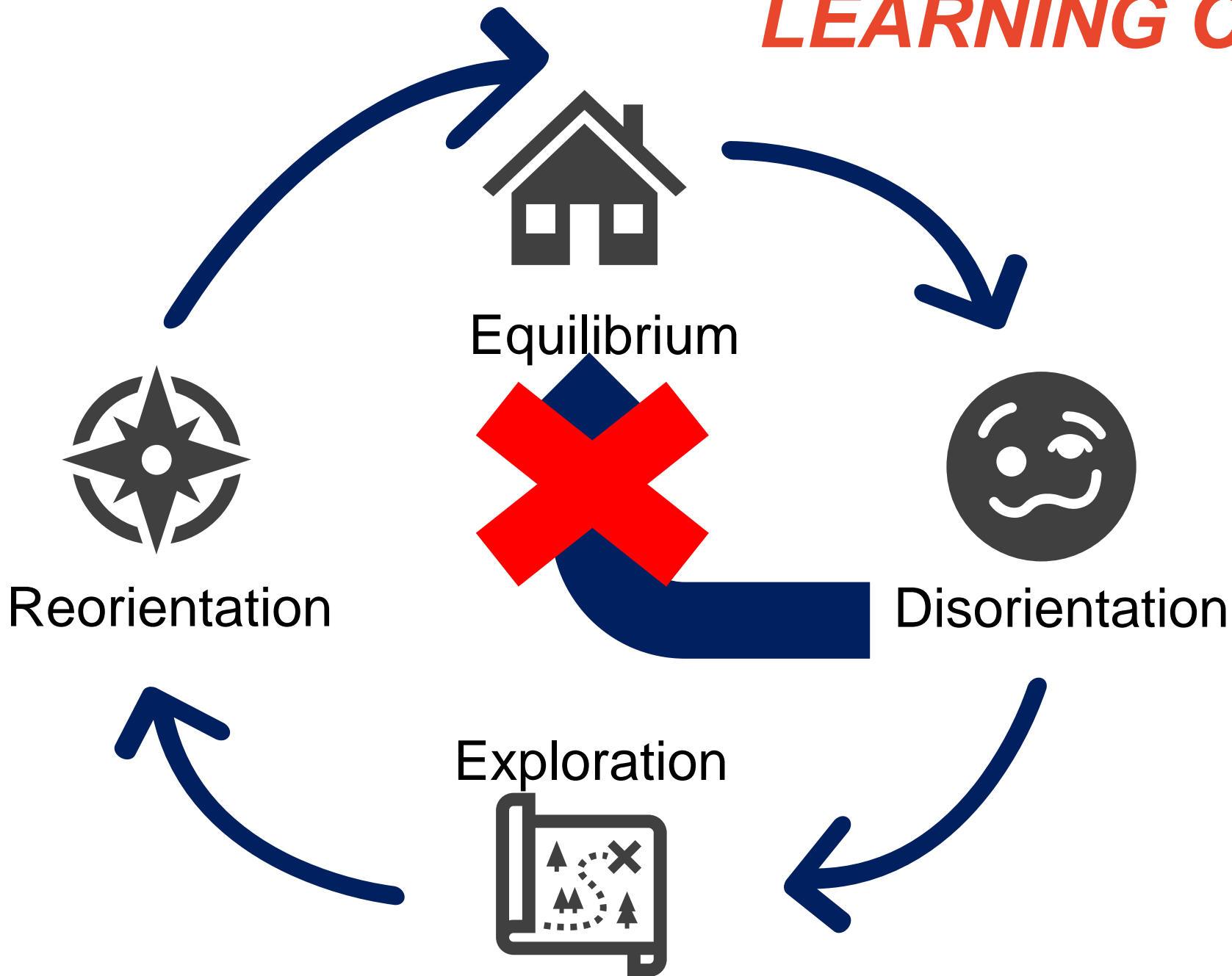
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# *PROCESSES AND SKILLS*

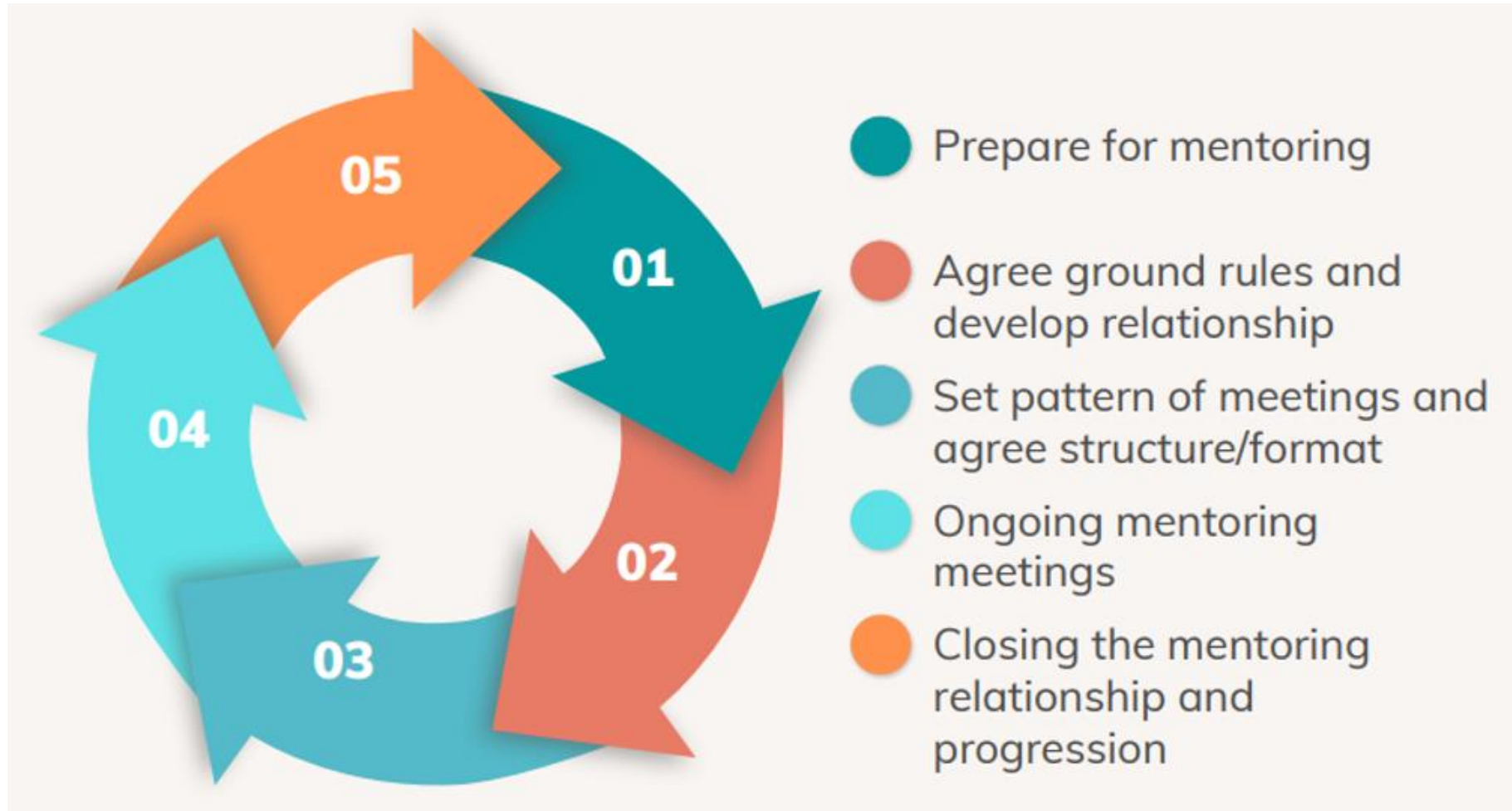


# LEARNING CYCLE

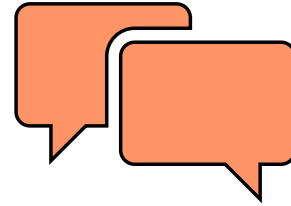


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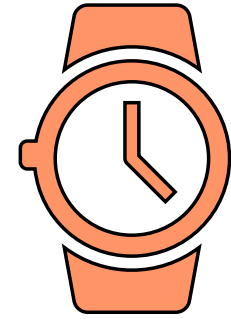
# ***THE MENTORING CYCLE***



# ***SKILLS***



**Giving Feedback**



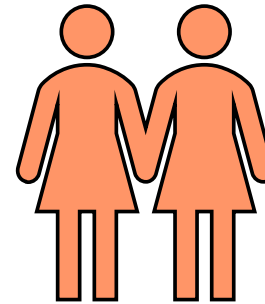
**Goal Setting**



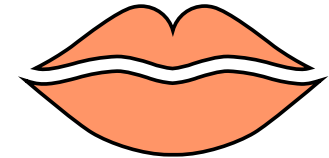
**Active listening**



**Empathy**



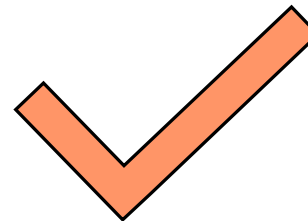
**Build Trust**



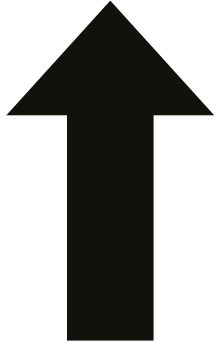
**Confidentiality**



**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

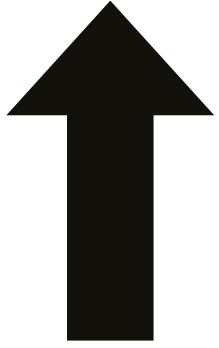


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# SETTING UP A MENTORING SCHEME

Task	Description	Time Period
<b>Planning</b>		<b>Pre-Programme</b>
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	
<b>Marketing and promotion</b>		Month 1
Marketing campaign	Marketing campaign is launched and actively promoted by Mentoring Programme Champion, HR, Communications Team, Mentoring Programme Co-ordinator.	
<b>Mentor and Mentee Recruitment and Selection</b>		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	
<b>Training</b>		Month 2 / 3
	Identify trainers	
	Mentor and mentee training	

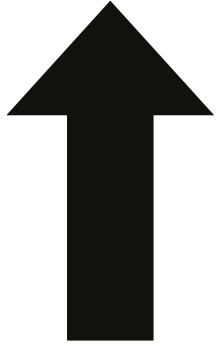
Task	Description	Time Period
<b>Matching</b>		Month 3
	Match mentors and mentees on the basis of information from application (gender, goals, career interest, skills).	
	Formal opening of the programme that allows for the first mentor/mentee meeting.	Month 3
<b>Mentor/Mentee Activities</b>	Arrange for 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
<b>Ongoing support</b>		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
<b>Recognition</b>		Annually at a minimum
	Celebrate and recognise the accomplishments of the programme and mentors'/mentees' contributions.	
<b>Closure &amp; Evaluation</b>		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***



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# ***THANK YOU***

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



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