

Annex 6

Shadow Board – Mutual Mentoring 2021 – Getting started and moving forward!

Firstly, thank you for taking part in the Shadow Board Mutual Mentoring Programme, we hope you'll find the experience rewarding and inspiring. We are here to support you to get the best out of this experience, so please do let us know if you need anything from us by contacting equalityintheworkplaceteam@gov.wales

Before we explain how to get started and what you can do ahead of your first meeting, here is a quick re-cap on the aim of the programme and roles and responsibilities:

As part of our commitment to improve the diversity of our decision making fora, the Board has decided to set up a Shadow Board of diverse members of staff. They will meet two days before the Board, discuss Board papers and then one of the Co- Chairs of the Shadow Board will attend Board to give the Shadow Board's views on every item. This means that Board itself will be challenged in its thinking by a group of people who reflect the diversity of our organisation.

This programme has been set up to support the new members of the Shadow Board and its Co-Chairs. Each member of the Shadow Board will be allocated a mentor who will be an existing member of the Board.

The mentoring relationship will provide an opportunity for a Shadow Board Member and an existing Board Member to have safe space conversations around bringing new perspectives of their lived experience and their diversity and challenging some of the thinking from a diversity perspective. This in turn will allow developmental and joint learning opportunities for both the mentor / mentee.

The expectation is that a meeting will take place within 3 weeks of the mentor and mentee being introduced to one another. Then over the next 12 months 2 further meetings will be scheduled. This can be arranged between the 2 parties at a later date.

Role of the mentor – The Board Member

- Be respectful of the mentoring process and your mentee – keep an open mind and be willing to learn and talk about your knowledge and experience of diversity and inclusion.
- Actively seek out and discuss your differences and the gaps between your perspectives and experiences.
- Provide insight into the challenges faced by senior staff.
- Share knowledge and experience with your mentee to help them in their career aims and in their role on the Shadow Board.
- Be willing to learn from the experiences of your mentee to help with your own personal development in terms of diversity and inclusion.
- Help to foster a two-way mentoring process.
- Help build a safe and respectful mentoring relationship.

Role of the mentee – Shadow Board Member

- Provide a perspective of someone who has experienced different challenges in their working and personal lives.
- Provide insight into your views and experiences, for example when you have experienced unwelcome behaviour and times when you have challenged inappropriate comments or actions – or if you haven't and why?
- Share ideas on new ways of working.
- Help the mentor identify knowledge gaps within the area of Diversity and Inclusion which will assist with their personal development and influence their area of work.
- Act as a confidential sounding board for thoughts and ideas and problem solving.

Role of Equality in the Workplace Team

- To be the main contact for this programme - email equalityintheworkplaceteam@wales.gov if you have any questions during the mutual mentoring process from either a mentor or mentee perspective.

The First Meeting - For the Mentor and Mentee - some useful discussion points

- Mentor – what knowledge can you share about how the Board works
- Mentee – what do you want to know about the Board.
- Think about the other 2 mentoring sessions – when will they be – what will you discuss?
- Who will organise the sessions, where will they take place? Formal or informal settings?
- Predominately you will use virtual contact, but you are able to have a telephone conversation or even face to face meetings, providing it is safe to do so and both parties feel comfortable in doing so.
- What will the duration of the sessions be?
- What is the protocol for contact between scheduled sessions if any matters arise?
- Is there anything 'off limits' for discussion within the mentoring relationship from both parties?
- For Shadow Board members, notify line managers where appropriate that you will be having meetings.
- How will you measure success?

Other points to consider:

For the Mentor:

- What would you like to get from the relationship? (Mentoring Outcomes)
- What will you do as a mentor to help get the best from the relationship?
- Do you understand your mentee's role? What do you expect from them?
- What are your expectations of 'confidentiality' in the context of your mentoring relationship and is there anything 'off limits'?
- Will you share your mentoring progress or discussions with anyone else outside of the 1:1 relationship with your mentor?

For the Mentee:

- Are there any particular issues connected with your protected characteristic which you want to discuss during the course of the mentoring relationship?
- Think about whether there are any useful reports or statistics which might be useful to share with your mentees?
- Are there any benefits you would particularly like to achieve from mutual mentoring or any learning outcomes from your own perspective?
- Is there any information you might want to share from any external groups or organisations you belong to related to the protected characteristic you are representing?

Key to success:

Remember that mutual mentoring is a two-way process, you can both add value and learn from each other.

Remember to be open and honest in your communication, listen actively and give constructive feedback.