

## **Appendix 3**

### **DRAFT LETTER TO GROUP LEADERS**

Dear Group Leader,

The Democratic Services Committee has recently undertaken a piece of work in preparation for the elections in 2017. The Committee has considered the induction programme used in 2012 and has developed a more focussed and relevant programme for 2017.

As part of the discussions it was suggested that the formal induction programme might be augmented for each political group introducing mentors to assist newly elected Members.

It would not have to be an onerous or overly rigid scheme and could be implemented in any way your political group wishes.

To assist you with your discussions we have attached a brief description of the role of a mentor.

If you wish to discuss further please contact Mrs. Karen Jones, Head of Corporate Strategy and Democratic Services.

Yours sincerely,

## **The Role of a Mentor**

Mentoring activities are undertaken through a range of channels including face-to-face meetings, telephone discussions and email exchanges.

Mentors are required to:

- Engage with newly elected Councillors to agree how mentoring could support their new role
- Agree a programme of mentoring activity that best meets the needs of their mentee
- Encourage their mentee to express and discuss their ideas, concerns and understanding of the Council's business
- Help mentees to reflect on and learn from things that did not turn out as expected
- Refer mentees to other sources of information, advice or further support when appropriate
- Encourage mentees to take responsibility for their own decisions, plans and actions

## **Mentor Competencies**

The mentor needs to possess or develop the following competencies in order to undertake the mentoring role effectively:

### **Skills**

- Excellent communication skills to include active listening and personal presentation skills
- Effective time management
- Relationship building and networking

## **Personal Behaviours**

Mentors should have the ability to:

- Respect the mentee's need for information, commitment and confidentiality
- Listen and respond effectively and check understanding
- Adapt their personal style to empathise with a whole range of mentees
- Build and maintain rapport over sustained periods of time
- Invite a two-way exchange of information and feedback with mentees and others
- Display excellent interpersonal skills to include influencing and negotiation