

FURTHER READING

MODULE MENTORING SKILLS

Lesson_5_ *Mentoring Plan*

The **Mentoring Plan** is the official document, which formalize the **Mentoring** process and guides the relationships between the **Mentor** and the **Mentee**. It should be done at the beginning and requires both sides to invest time and efforts to plan all aspects and structure the process. However, it is worth doing it, as a well-done **Mentoring Plan** can serve as a **road map** and lead to achievement of the planned results.

WHAT SHOULD THE GENERAL STRUCTURE OF THE PLAN BE?

(of course, **Mentors** and **Mentees** are free to adapt the parts in a way which suits their needs and objectives)

Section 1: General Information

- 1) General information about the **Mentee**
- 2) General information about the **Mentor**
- 3) Start and end date of the **Mentoring** process

Clarifying them from the beginning will give the time frame of the relationships and will structure the expectations of the **Mentor** and the **Mentee**. This will allow both sides to focus on the process itself and on the achievement of the set goals.

- 4) Planned dates for Reviews and Assessments

It is important these dates to be clarified from the start. This will give a clear picture of both **Mentor** and **Mentee** what the span of the process is and which the critical milestones are. As the **Mentoring Plan** is to be done at the beginning of **Mentoring** relationships, it is not possible to predict all and every aspect. So, it is recommended to plan some review periods in advance. They will help **Mentor** and **Mentee** calibrate the Plan following the changes in the business environment in the tourism sector as at local and national, as well as at international level.

*Section 2: **Mentee's** Goals and Description of the Process*

- 1) **Mentee's** SMART goals

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These goals should give a clear picture what **Mentee** wants to achieve by the end of the **Mentoring** process.

2) Mentee's long-term career goals

These goals reflect **Mentee's** long-term aspirations, including what they like to do in 5- or 10-year period, what career in the tourism sector they want to have, what they want to do with their endeavour in the hospitality industry in 5 or 7 years, etc.

3) Plan of Mentor – Mentee meetings

Frequency of communication should be clearly established from the beginning and agreed by both sides. Meetings could be: weekly, bi-weekly, once a month, once every 2 or 3 months; once every 6 months, etc. Clarifying them in advance will help the **Mentor** and the **Mentee** dedicate sufficient time and will structure the process.

4) Agreed means of communication

Mentoring meetings could be **face-to-face** or **virtual**, or a combination of both. It is necessary to clearly set the communication channels from the beginning, including which meetings will be face-to-face, and for which email/phone/skype/zoom/GoToMeeting or other online based media will be used.

Section 3: **Mentee's Development Plan**

In this section, **areas for personal and professional development** of the **Mentee** should be listed. This includes:

- What knowledge should be acquired?
- What skills should be developed (in terms of professional and people skills)?
- What attitudes should be changed or adopted?
- What competences should be gained?

The development plan should be linked with the SMART goals and long-term career goals.

Section 4 – Measurement of **Mentee's Progress**

This section should include **a structured plan** how the above listed knowledge, skills, competences and attitudes will be acquired. This might include:

- ❖ What trainings the **Mentee** should enrol?
- ❖ What conferences or networking events should attend?
- ❖ In what meetings should participate?
- ❖ What resources should read?

Section 5 – Checking **Mentee's Progress**

- 1) *Competences under review*
- 2) *Methods used for each competence under review*
- 3) *Quantitative and Qualitive indicators to be used to measure the progress*

This section should be completed by the **Mentor**. It should be clearly linked with the areas of **Mentee's** personal and professional development and the Plan how these will be acquired.

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For each identified competence, a clear checking path should be established, including when, how and towards which indicators will be done. Space for **Mentor's** general comments on their overall experience with the **Mentee** could be included in a free format. It will help **Mentor** give their opinion about **Mentee's** progress and where they should focus on and continue working.

Section 6 – Evaluation of the **Mentor**

- 1) *Areas under evaluation*
- 2) *Methods used in each area (formal and non-formal)*

This section should be completed by the **Mentee**. They could share their overall experience with the process, the degree to which the **Mentor** was available and easily approachable, if the meetings were efficient, the extent to which the support was on-time and useful, any recommendations for improvement of the process, etc. The evaluation could from one side provide a feedback to the **Mentor** about the process in general, but also could help their personal and professional growth. This could focus their attention on the strengths and weaknesses they should work on. In this way, **Mentors** can also benefit from the **Mentoring** and improve not only their own leadership, communication, networking, time-management and managerial skills, but also open-up to new ideas in the tourism sector and hospitality industry, which can enrich their daily practices.

WHERE SUITABLE TEMPLATES OF MENTORING PLANS CAN BE FOUND?

Chartered Institute of Personnel and Development, UK – This is a professional body of Human Resources specialists and contains many useful information how to develop talents within an organisation. The **Mentoring** Programme of its West Yorkshire Branch (https://www.cipd.co.uk/Images/west-yorkshire-mentoring-pack_2011_tcm18-9423.pdf) contains helpful templates of a **Mentoring** Contract, **Mentoring** Action Plan and **Mentoring** Review Form.

Intergenerational Learning Partnership Over 55, an Erasmus + project (<https://www.ilpo55.eu>) – The partners have developed an employability portfolio tool focused on **Mentoring** (http://www.uninettuniversity.net/allegati/1/subsites/ilpo55/EMPLOYABILITY_PORTFOLIO_TOOL_1%20-%20MENTORING%20PLAN-%20FINAL_REV%20B.pdf), where a well-structured template of a **Mentoring** Plan can be found, as well as helpful tips how to use it.

University of Washington, Institute of Transnational Health Sciences, USA - <https://www.iths.org/wp-content/uploads/Mentoring-Plan-Template.pdf> Here another well-structured template of a **Mentoring** Plan could be found. Although it is for research fellowships, the Plan can be easily adapted for **Mentoring** in tourism sector.

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