



MENTORING POLICY

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MENTORING

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1. PURPOSE

The purpose of this policy is to establish comprehensive guidelines for the operation and management of a mentoring programme within PBS.

The programme is designed to support the professional and personal development of mentees by providing structured guidance, advice, and encouragement from experienced mentors. It aims to drive growth, enhance skills, and strengthen the talent pool within PBS while contributing to both individual and organisational success.

The mentoring programme is aligned with PBS's core values of People and Excellence, reinforcing our commitment to creating professional growth and creating a supportive, inclusive, and high-performing workplace.

2. SCOPE

This policy applies to all personnel who are working on behalf of the consortium through one of the Employing Companies in the course of their official duties.

This policy and its associated documents are non-contractual and the Company reserves the right to alter, amend, update or withdraw information contained within the document at any time.

3. OBJECTIVES

The mentoring programme aims to:

- Facilitate career development, including advancement opportunities and leadership growth.
- Promote knowledge-sharing, skill enhancement, and continuous professional learning.
- Champion diversity, equality, and inclusion by creating mentorship relationships across different backgrounds and experiences.
- Contribute to the development of a supportive and engaging organisational culture.
- Enhance employee retention by creating personal and professional satisfaction.

4. WHAT WILL YOU GAIN FROM THE MENTORING PROGRAMME

During the mentoring programme, participants will receive:

- **Learning from an Experienced Mentor:** Mentees will gain valuable insights from mentors with extensive experience in the industry. Mentors will provide guidance, advice, and constructive feedback in a supportive manner.
- **Structured Career Development:** The programme offers a formal structure for career progression, helping mentees set clear objectives and achieve them through focused development.
- **Additional Feedback:** Mentees will receive valuable feedback beyond formal performance reviews, enabling personal and professional growth.
- **Networking Opportunities:** Participants will have the chance to expand their professional networks through mentor connections, opening new doors for career advancement.



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5. ROLES & RESPONSIBILITIES

5.1 MENTORS

Mentors are responsible for:

- Establishing a mentoring action plan with the mentee, outlining key goals, milestones, and timelines.
- Encouraging regular meetings to track progress and refine the plan as necessary.
- Engaging with the mentee's line manager (when appropriate) to ensure alignment with career development goals.
- Facilitating access to professional networks and providing career-building opportunities.
- Contributing to the continuous improvement of the mentoring programme through feedback and evaluation.
- Offering guidance, sharing personal experiences, and providing encouragement to mentees.
- Maintaining confidentiality, professionalism, and trust throughout the mentoring process.

Mentors are expected to exhibit the following qualities and behaviours to ensure a positive, constructive, and effective mentoring relationship:

5.1.1. KEY QUALITIES

- **Experience and Expertise:** Mentors should have a solid understanding of the industry, the PBS's operations, and professional development practices. They should be in a position to offer valuable guidance based on their experience.
- **Patience:** Mentors should be patient, allowing mentees to learn and grow at their own pace while providing consistent support and encouragement.
- **Empathy:** A good mentor understands the mentee's personal and professional challenges, demonstrating a genuine interest in their development and well-being.
- **Open-mindedness:** Mentors should be open to different perspectives and approaches, providing unbiased advice and creating a safe environment for discussion.
- **Commitment:** Mentors should be committed to the relationship and provide consistent support, guidance, and feedback to their mentee throughout the programme.

5.1.2. KEY BEHAVIOURS

- **Active Listening:** Mentors should actively listen to the mentee's concerns, ideas, and goals without judgment, offering insightful feedback and practical advice.
- **Constructive Feedback:** Mentors are expected to provide timely, specific, and actionable feedback in a positive and encouraging manner. They should also be open to receiving feedback from their mentees.
- **Respectful Communication:** Mentors should maintain clear, respectful, and open communication with mentees, ensuring that discussions remain professional and supportive.
- **Confidentiality:** Mentors must maintain the confidentiality of all discussions, unless disclosure is agreed upon by both parties or required by law.
- **Accountability:** Mentors should hold themselves and their mentees accountable for progress and outcomes. This includes following through on commitments, ensuring that regular meetings occur, and reviewing goals regularly.
- **Professionalism:** Mentors should maintain the highest levels of professionalism, including respecting boundaries, fostering trust, and serving as a positive role model.



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5.2 MENTEES

Mentees are responsible for:

- Proactively scheduling and attending sessions with their mentor to ensure continuous development and engagement.
- Working collaboratively with the mentor to define personal and professional development goals and regularly reviewing progress to ensure alignment.
- Mentees should regularly reflect on their experiences, performance, and feedback received. This self-awareness will aid in identifying strengths, areas for improvement, and progress toward goals.
- Mentees must remain open to constructive feedback and be willing to adapt and evolve based on this input. Embracing change is crucial for personal growth and the development of new skills.
- Be proactive in seeking out learning opportunities and taking responsibility for their own development within the mentoring relationship.
- Mentees should be mindful of the mentor's time and maintain a respectful, professional attitude towards their guidance and suggestions.
- Actively participate in the mentoring process, contributing ideas and feedback, while maintaining a positive and proactive attitude throughout the relationship.

To get the most out of the mentoring experience, mentee's should demonstrate the following qualities and behaviours:

5.2.1 KEY QUALITIES:

- **Self-awareness:** Understanding your strengths, weaknesses, and areas for improvement.
- **Commitment:** Be committed to the mentoring relationship and take responsibility for your learning.
- **Openness:** Be open to new ideas, approaches, and constructive criticism.
- **Patience:** Personal and professional growth takes time, so be patient with yourself and the process.
- **Accountability:** Be accountable for your actions, goals, and the progress you make.

5.2.2 KEY BEHAVUORS:

- **Proactive Communication:** Initiate and maintain regular communication with your mentor.
- **Active Listening:** Listen carefully to your mentor's advice and feedback.
- **Responsiveness:** Actively respond to feedback and make necessary adjustments to your goals or approach.
- **Self-reflection:** Regularly reflect on your experiences and progress, considering how you can improve.
- **Professionalism:** Maintain professionalism in your interactions with your mentor and others.

5.3 TRAINING & COMPETENCY

Training & Competency are responsible for:

- Administering and overseeing the mentoring programme, ensuring smooth execution.
- Matching mentors with mentees based on compatibility in terms of experience, goals, and personality.
- Providing relevant training and resources to both mentors and mentees to support their development.



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- Monitoring the effectiveness of the programme and making necessary adjustments based on feedback.

6. ELIGIBILITY & SELECTION

The mentoring programme is open to employees who demonstrate a strong record of achievement, have clear career progression potential, or would benefit from additional developmental support.

New hires or employees who may not be seeking promotion, but require further professional development, may also be eligible.

Interested employees (either as mentors or mentees) must submit a written request via SharePoint.

Mentor-mentee pairs will be matched based on factors such as experience, development needs, career goals, and mentorship approach. If a mismatch occurs, reassignment may be made where possible.

Participation in the programme is voluntary, and there is no financial compensation for those involved.

7. MENTORING PROCESS

The mentoring process will include:

- **Initial Meeting:** An introductory session to establish mutual expectations and outline goals.
- **Action Plan Creation:** The mentor and mentee will work together to develop a clear action plan, including timelines, milestones, and any specific skills or training needed.
- **Regular Meetings:** Meetings will be scheduled at least once a month to ensure continuous progress, track development, and address challenges.
- **Ongoing Feedback:** Both the mentor and mentee will engage in regular feedback sessions to ensure the programme is meeting its objectives.

Progress will be reviewed periodically by the Training & Competency team to assess the programme's effectiveness and make necessary adjustments.

8. TRAINING

All mentors will undergo training to differentiate the roles of coaching, training, and mentoring, ensuring they can effectively guide their mentees. Additional training resources will be available to both mentors and mentees throughout the duration of the programme to support their personal development goals.

9. LENGTH OF THE MENTORING PROGRAMME

The standard duration of the mentoring programme is between six months and one year, depending on the individual needs and progress of the mentee. Adjustments to this timeline may be made at the discretion of the Training & Competency Team, in consultation with both mentor and mentee.

10. CONFIDENTIALITY

Confidentiality is paramount in the mentoring relationship. All discussions between mentors and mentees must remain confidential, unless both parties agree otherwise, or in cases where disclosure is required by law or organisational policy.



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11. CODE OF CONDUCT

All participants must adhere to the following professional and ethical standards:

- Respecting confidentiality in all aspects of the mentoring relationship.
- Avoiding conflicts of interest, ensuring impartiality and fairness.
- Engaging in a constructive, respectful, and professional manner.
- Demonstrating a commitment to supporting the development of the mentee while maintaining boundaries and professionalism.

12. MONITORING & EVALUATION

Regular feedback will be collected from both mentors and mentees to evaluate the success of the programme and identify any areas for improvement. The programme will undergo an annual review to assess its effectiveness and relevance, with necessary changes implemented based on feedback and organisational needs.

13. TERMINATION & MENTORING RELATIONSHIPS

Either party may request to end the mentoring relationship at any point during the programme if expectations are not being met or if the relationship is no longer productive.

Failure to fully engage with the mentoring process, whether through lack of participation, failure to set or meet goals, or inadequate communication, may result in the cessation of the mentoring relationship. In such cases, the Training & Competency Team will evaluate the situation and facilitate a reassignment of mentors (if available) or the termination of the programme, if appropriate.

The Training & Competency Team will work with both mentor and mentee to address any engagement issues before taking this step. If the relationship is terminated, either party may request a re-match or consider other developmental opportunities.

14. COMPLAINTS & DISPUTE RESOLUTION

Any issues or concerns regarding the mentoring process should be raised with the HR team. These concerns will be investigated and managed according to the Partner Company Disciplinary Procedure, ensuring a fair and transparent resolution process.

15. REFERENCES

PBS-HR-POL-0001 Code of Conduct

PUK-TC-GUI-0001 Mentor's Guide

PUK-TC-GUI-0002 Mentee's Guide

PUK-TC-FOR-0040 Mentoring Contract / Agreement

PUK-TC-FOR-0041 Mentoring Action Plan Template