

AphA Mentorship Pilot Programme



Summary

AphA is passionate about achieving professional registration status for its members, to drive up the quality and applicability of robust analytics as an aid to evidence-based decision making in a modern health and care system. AphA organises a wide range of events and activities that provide analysts with the opportunity to learn, develop and network.

AphA has now created an analyst-specific mentoring programme that will connect AphA mentors and mentees across the NHS and public sector, aligning to AphA's professionalisation and networking strategies, to develop and strengthen a sense of community and shared learning.

This mentoring programme is free of charge to all AphA members. The mentorship programme, launched in April 2021, is a pilot programme giving a limited number of analysts the opportunity to take part in the programme, and through their feedback, help AphA understand how the programme could be improved to provide the highest quality mentorship offer to its members. Both mentors and mentees are encouraged to share their thinking and suggestions.

Learn more about how to register as an AphA member [here](#). For more information about AphA and to read our code of conduct visit the AphA website [here](#).

Mentorship programme overview

What is mentoring?

Coaching is generally a performance-driven relationship, designed to improve the professional's on-the-job performance. Mentoring is more development driven, looking not just at the professional's current job function but beyond, taking a more holistic approach to career development.

Mentoring allows more experienced analysts to share their knowledge and experiences, whilst supporting other analysts in their development journey. It facilitates the building of new networks for both mentor and mentee. Mentoring differs from coaching by offering a more person-centred relationship based on the sharing of knowledge and experience rather than a more formal training-based relationship that a coach would offer.

A mentor is someone who offers you space to think, who has already had experience of the area you wish to explore, and has the knowledge and networks which may be appropriate to share as you develop and grow as a professional.

A mentor might:

- teach you about specific areas where you need more knowledge
- support you to strengthen and develop analytical skills in a time of rapid change
- give you space to reflect on your analytical approaches
- challenge you beyond your comfort zone
- focus on your development as an individual and as a professional
- help your career and professional development by sharing networks

What happens during a mentoring session?

Mentors will use a combination of questioning, listening, observation and feedback to create a conversation with you for the purposes of gaining insight and learning. They will encourage you and share their own experiences with you.

Mentees observe, question, and explore. Mentors demonstrate, explain and model.

At the start of the mentoring relationship, you will need to think about what you would like to achieve. It will be useful to set some goals as you begin to work together. This will give you focus and ensure that you get the most from the relationship.

Mentoring is based on trust and openness, and what you discuss with your mentor is confidential.

Expectations

Based on the initial application, AphA will match mentors and mentees, introductions will then be made by email with the expectation that the mentor will arrange each session via video conferencing. It is recommended that mentors and mentees meet monthly for approximately 4 to 6 months, with each session lasting for 45 mins. See visit the mentorship page on the AphA website to download documentation that both mentors and mentees will use to record agreed actions, outcomes and feedback.

For the mentor

- Make time to prepare before each session by reading through notes and reflections from previous sessions. Think about what you need to do to disconnect enough from the issues and demands of your day job to be able to listen well and to be able to think.
- Take time after a session to record your initial reflections and document any observations you want to have to hand for the next meeting.
- Avoid cancelling sessions wherever possible and give your mentees adequate notice and reschedule at the next available opportunity. Where sessions are regularly cancelled by either person, research studies suggest that the programme is more likely to fail.
- The purpose of this relationship is to support your mentee in their development at work.
- Ask your mentee to give you feedback to help you best meet their needs.

For the mentee

- Make time to follow up on agreed actions between sessions, including reflecting on your learning.
- Be punctual and make best use of the time by knowing what you would like to get out of each session.
- Avoid cancelling sessions wherever possible and give your mentor the agreed notice, aiming to reschedule at the next available opportunity. Where sessions are regularly cancelled by either person, research studies suggest that the programme is more likely to fail.
- Ask for feedback from your mentor to support your development.
- Challenge yourself to be open and honest and approach mentoring as an opportunity to experiment, learn and develop.
- Use your work colleagues and your line manager to help you embed what you are learning at work.

First mentor/mentee session - getting started: the initial meeting is best started by giving each other some personal background about each other – ‘a bit about you and a bit about me.’ Probably best started by the mentor – to prompt the mentee – and covering:

- Personal interests, hobbies, likes, dislikes etc.; professional / work history and specific areas of interest; aspirations; any family background etc.
- An agreement should be established covering:
 - o *Confidentiality*
 - o *Location, frequency and length of sessions*
 - o *Contact outside of agreed or planned sessions*
 - o *Session note taking/form filling*
- Diagnostic discussion – mentor to ask the mentee to identify key strengths and development areas. Agree to discuss a goal to achieve during the mentorship and then how the learning will be shared with the analyst community during an AphA branch meeting for example.

Subsequent sessions: each session should be working towards the agreed goal set out in the initial session.

For each subsequent session, the mentee should complete a session form to document the process and provide evidence for their own professional development.

Final session: both the mentor and mentee should complete a final feedback form and share with AphA for the sole purpose of reviewing the mentorship programme. No personal information will be shared by AphA and feedback forms will be deleted when the internal pilot programme review is completed.

Mentor orientation and application sessions

A key part of the programme is the mentor **orientation session** and is designed to help the mentors feel confident and well prepared before they meet their mentees. This orientation session should be attended by all mentors and will be held as an interactive group via a video conferencing platform. The trainer delivering the sessions will be Bob Dowd, a professional management coach and a lecturer at Liverpool University. The orientation session will last for 90 mins and will cover the following:

- Introductions & ‘What’s in it for me to become a mentor?’
- The Mentor’s Role - Driving Learning & Development
 - o The Reflective Practitioner
 - o Driving Constructive Reflection
 - o Learning from Success - Deconstructing the ‘Did Well’ Question
- Key Mentoring Skills
- What Mentoring it is...and isn’t
- ‘Contracting’ & Setting Expectations
- Next Steps?

In preparation the mentors will be asked to think about a time when they have helped somebody to learn or develop and be ready to discuss this at the orientation session.

Approximately two weeks after the orientation session there will be a follow up 60 min **application session** covering:

- Re-Introductions and Revisiting Themes from Orientation Session
- Any Questions?
- A Key Application
 - Responding to the ‘How do I....’ question
 - Mentor as problem-solver
 - Applying a five-step framework
- Next Steps?

In preparation the mentors will be asked to think about a simple, practical challenge that they have faced at work or home– something they would feel free to work through in with the group.

As the programme progresses mentors will be offered ad-hoc support by AphA’s president Paul Stroner, a professional analyst and experienced mentor.

What next?

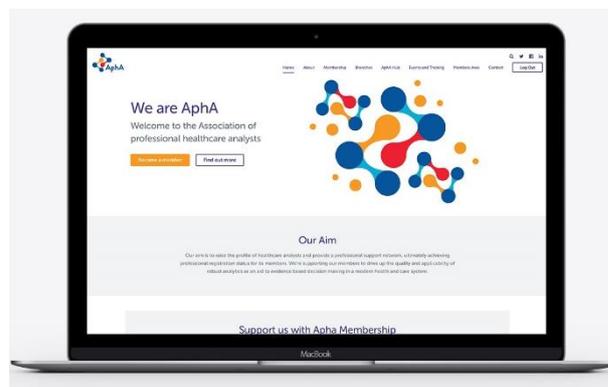
An online meeting will take place in May 2021 where AphA members responsible for the program will provide more information and give prospective mentors and mentees the opportunity to ask questions prior to making an application to take part in the pilot programme.

AphA will ‘match’ mentors and mentees based on the information provided in application forms. Places will be limited in this pilot programme. Successful applicants will be informed before the end of May 2021 with the expectation that mentoring sessions can begin in June 2021. The mentor orientation and application sessions will be arranged in late May and will try to accommodate mentors’ diaries as far as is practicable - multiple sessions will be arranged to provide more than one date option if needed.

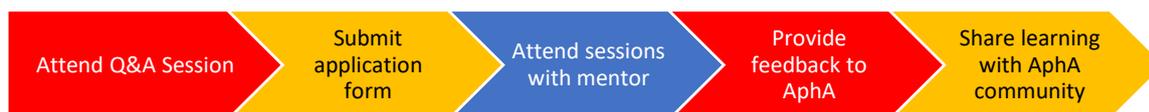
Please follow AphA on LinkedIn or Twitter, and visit the AphA website where key dates will be published for all programme activities.

All applicants will be contacted via email following receipt of their application forms.

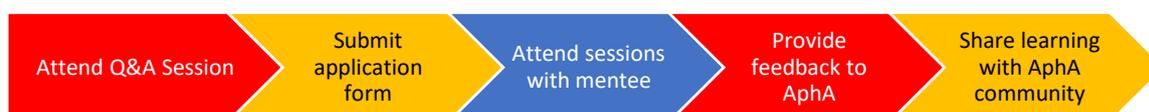
The application form will be available to download on the AphA website - completed forms should be emailed to julia.wilkins@nhs.net.



Mentee pathway:



Mentor pathway:



Terms of reference

A. Description of the Pilot Mentorship Programme

This is an analyst-specific mentoring pilot programme that aims to connect AphA mentors and mentees across the NHS and public sector. The programme aligns perfectly to AphA's professionalisation and networking strategies, to develop and strengthen a sense of community and shared learning.

This pilot mentoring programme is free of charge to all AphA members and will be offered to a limited number of mentors and mentees to help AphA learn lessons and make before being offered more widely in Autumn 2021.

B. Role - Purpose of Mentors and Mentees

Mentors demonstrate, explain and model. Mentees should observe, question, and explore.

Mentors will serve as advisors to analysts with less experience participating in this programme. Each mentor will have one mentee under her/his wings but can request to mentor more than one mentee if they feel they have the time to do so. Mentors will use a combination of questioning, listening, observation and feedback to create a conversation with mentees for the purposes of gaining insight and learning. Mentors will encourage mentees and share their own experiences.

At the start of the mentoring relationship, mentees will need to think about what they would like to achieve. It will be useful to set some goals as they begin to work together. This will give focus and ensure that they get the most from the relationship.

Mentoring is based on trust and openness, discussions are confidential.

C. Objectives - The mentorship program aims to:

1. Engage experts and inspiring individuals into this programme and use their knowledge and experience.
2. Assist participants to further improving their knowledge, reaching their full potential.
3. Build networks of analysts that are supported by more established individuals.

D. Expectations - Mentors are expected to:

1. Provide advice and guidance to mentees.
2. To seek support from AphA if they have questions or are unsure about how to handle any issues should they arise.
3. Enable an ambiance of open communication and trust with their mentee.
4. Be available for least six (or the number agreed with the mentee) separate virtual meetings with their mentee.
5. Participate in both the orientation and application sessions run by the AphA mentorship trainer.
6. Transmit their knowledge and experience to mentees in order to help them to achieve the agreed objectives.
7. Provide information on the application form to enable AphA to match mentors with appropriate mentees.

8. Provide information on the feedback form to enable AphA to review the pilot for future mentorship programmes.
9. Serve without remuneration.

E. Benefits for Mentors:

Being a mentor means having the opportunity to get involved in an exciting analyst-led programme, to create new networks and share specific skills with less experienced analysts. Mentors will have the opportunity to enhance their guidance and facilitation skills, gain experience in mentoring as part of their own development, and benefit from having access to fellow mentors for peer support.

E. Expectations - Mentees are expected to:

1. Provide information on the application form to enable AphA to match mentors with appropriate mentees.
2. Commit to jointly negotiating an agreement with their mentor that includes the number of sessions they meet for, how long they will meet for and what they would like to achieve.
3. Assume responsibility for identifying the skills, knowledge, and/or goals that the mentee wants to achieve, and communicate them to their mentor.
4. Bring up new topics that are important to the mentee.
5. Develop and utilise reflective practice.
6. Fill out the session documentation to record progress against agreed goals.
7. Enable an ambiance of open communication and trust with their mentor.
8. Be available for the number of agreed sessions with the mentor.
9. Provide information on the feedback form to enable AphA to review the programme for future mentorship programmes.

F. Benefits for Mentees:

Being a mentee means having the opportunity to gain practical advice, encouragement and support. Mentees should learn from the experiences of more experienced analysts, increasing their social and analytical confidence. By becoming more empowered to make decisions, mentees should be able to better develop strategies for dealing with both personal and analytical issues.

G. If you want to apply of the mentorship program you must:

1. Be a current AphA member
2. Fill in the online application form
3. Take part in the orientation and application sessions (mentors only)
4. Fill in the feedback form