



SoR

THE SOCIETY OF
RADIOGRAPHERS

**Pilot Leadership Mentoring
Scheme
Handbook
2022**

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Introduction

Dear mentors and mentees welcome to the Pilot Leadership Mentoring Scheme (PLMS) and thank you for your participation. We are delighted to be launching the PLMS which has been in the pipeline for quite some time. The Society of Radiographers is committed to promoting and supporting leadership at every level of our profession and we intend to use the learning from this pilot to evaluate the roll out of future schemes to our wider membership.

We hope that you all gain from participating in this pilot and that your learning experience and reflections from this allow for benefits to the wider membership and for the continuing development of our profession.

This handbook provides a generic guide for the mentor-mentee journey. We hope you find it useful and welcome your feedback.

We would like to thank Coach Mentoring Ltd. for delivering the mentor and mentee training, and our Steering Group members (Dr Rachel Harris, Alison Hewitt, Paula Horne, Dr Christina Malamateniou, Karen Smith and Shelley Whittington) for their oversight of this pilot.

Alexandra Lipton

SoR Professional Officer, Project Lead PLMS

About the Pilot

The Society of Radiographers (SoR) is initiating the PLMS in line with its strategic objectives and to reinforce its position that future leaders of radiography services should emerge from within the profession.

The purpose of the pilot is to encourage and facilitate current senior service managers and leaders from the profession to act as mentors for radiographers in current junior leadership positions, and to promote the role of senior service management and higher leadership posts as achievable and attractive career development options.

It is also anticipated, following evaluation and dependent on the success of the pilot, that the SoR may roll out a similar scheme to the wider profession to support and equip the radiographic workforce with leadership skills.

Pilot Scheme Aims

- To develop mentoring skills in a group of volunteer senior managers and current leaders from within the profession (mentors).
- To support a cohort of radiographers (mentees) to develop the confidence and skills to pursue leadership and management roles within the profession.
- Following evaluation, to establish a formal programme and implement the scheme for routine delivery to support leadership development at the senior level.
- To consider wider roll out of the scheme to all members in due course.

Scope

The pilot scheme will involve a cohort of ten mentors and mentees and will be overseen by the PLMS Steering Group. Virtual training for mentors and mentees will be provided by [Coach Mentoring Ltd.](#) Resources will be developed to aid mentors and mentees throughout the pilot (handbook, links to useful websites, related publications and a dedicated web page for the scheme). Support will be offered to all participants throughout the pilot, including face-to-face networking opportunities and contact points. An evaluation report will be provided for SoR UK Council on completion of the pilot.

Please refer also to the Mentoring Guidance Document available via the synapse platform

PLMS Steering Group

Purpose

The purpose of the Steering Group is to oversee the PLMS on behalf of the SoR.

Meetings will take place virtually and a communication and resource port will be hosted on the SoR Synapse platform.

Membership

- Dr Rachel Harris (Independent Moderator)
Head of Professional Practice and Education | SCoR
- Alison Hewitt
Senior Radiographer (rotational) | Oxfordshire University Hospitals NHS Trust
- Paula Horne
Radiotherapy Service Manager | Royal Berkshire NHS Foundation Trust
- [Alexandra Lipton](#) (Project Lead and first point of contact)
Professional Officer | SCoR
- Dr Christina Malamateniou
Director of Postgraduate Radiography programme | City, University of London
- Karen Smith
Radiotherapy Service Manager | Sheffield Teaching Hospitals NHS Foundation Trust
- Shelley Whittington (Chair) FCIPD, Advanced Certificate in Coach Mentoring
Employee Relations and Human Resources Business Partner | SCoR

Terms of Reference

- The Steering Group will select mentees by assessment of the application forms against the recruitment criteria (applications will be anonymised). In the case of non-consensus, the decision will firstly rest with the appointed Chair of the group. If the Chair cannot make a decision the final decision will rest with the Independent Moderator.
- The Steering Group will determine the matching of the mentor and mentee pairings by reviewing the application forms of the selected mentees against the mentor profiles. Looking for the best match regarding the selected outcomes indicated by the mentees, the mentee preferences and where appropriate matching of hobbies and interests.
- The Steering Group will moderate should there be a breakdown or difficulties between a mentor and mentee pair and they should endeavour to get the relationship back on track. In the case of a complete breakdown of relationship, the Chair will refer the matter to the Independent Moderator.
- The Steering Group will ensure the success of the pilot by means of identified reporting points during the pilot. This will be in the form of a report from the Project Lead at three, six and nine months. The Project Lead will alert the Steering Group to any concerns during the pilot phase.

- The Steering Group will approve the final evaluation report prior to submission to the UK Council of the SoR.

Mentors and Mentees

Volunteer Mentors

- Lee Beresford
Radiotherapy Services Manager | Nottingham University Hospitals NHS Trust
- Paula Brown
Radiotherapy Services Manager | United Lincolnshire Hospitals NHS Trust
- Clare Hartill
Radiotherapy Services Manager | Royal Free London NHS Foundation Trust
- Lizzy Ladd
Head of Imaging | Southwest NHS England and Improvement
- Jill McKenna
Chief AHP, Head of Imaging and Operations | Rutherford Diagnostics
- Sue Rimes
Principal Radiographer | Somerset Foundation Trust
- Kim Robertson
Head of Imaging Services Transformation | NHSEI
- Penny Owens
Specialist Advisor | University Hospitals of Derby and Burton NHS Foundation
- Julie Somers
Breast Imaging and Screening Manager | Imperial College Healthcare London
- David White
Head of Operations (Imaging) | University Hospitals Coventry and Warwickshire

Mentees

- Elizabeth Ashburner
Acting MR Service Manager | Northern Care Alliance NHS Trust
- Kgomotso Botsi
Senior Therapy Radiographer | GenesisCare
- Claire Duckett
Superintendent Radiographer – Education and Professional Development | University Hospitals of Derby and Burton NHS Foundation Trust
- Sarah Eades
Clinical Governance and Quality Lead Radiographer | Birmingham Women's and Children's NHS Foundation Trust
- Lauren Matthews
CT Section Manager, CDC Mobile CT Service | Hull University Teaching Hospitals NHS Trust
- Hannah Scragg
Radiology Manager | Nuffield Health Shrewsbury Hospital

- Charlotte Smith
Service Lead for Interventional Radiography and Fluoroscopy | Salford Care Organisation
- Emma Smith
Senior CT Radiographer | Musgrove Park Hospital, Taunton
- Jessica Webb
Cross-sectional (CT/MRI) Lead Radiographer | Norfolk and Norwich University Hospital NHS Foundation Trust
- Sherveen Wells
Deputy CT/MR Superintendent Radiographer | Wrightington, Wigan and Leigh Teaching Hospitals

Terms of Reference

Mentors and Mentees are expected to:

- Attend the virtual training (compulsory). Mentors and mentees are welcome to attend both training sessions.
 - Mentor training date Tuesday, 21 June 2022
 - Mentee training date Wednesday, 22 June 2022
- Sign up to and use Synapse (Kahootz platform). Help and information regarding the use of this platform can be found [here](#).
- Attend the PLMS launch (SCoR HQ on Monday, 27 June 2022) and other networking events. At least one event must be attended either in person or virtually.
- Accept the matched pairings as determined by the Steering Group.
- Sign the PLMS Mentoring Contract (Appendix 1), also available to [download](#) from the PLMS Synapse workspace.
- (Mentee) arrange contact points and meetings with their mentor.
- Complete and submit evaluation forms (Appendix 2) at specified times throughout the pilot phase, also available to [download](#) from the PLMS Synapse workspace.
- Alert the Project Lead immediately if for any reason there is a breakdown in the mentor-mentee relationship.

Recruitment Selection and Pairing Criteria

The timeline for mentee recruitment and pairing of mentors with mentees will be approximately one month during the preparation phase of the pilot scheme (27 May – 27 June 2022).

Mentors

The volunteer mentors are all experienced service managers or leaders of the profession.

Mentee Recruitment

Recruitment for the PLMS is by formal application to Professional and Educational support. Promotion of the scheme and application criteria are circulated via SoR media platforms and in SoR publications.

The deadline for applications to the PLMS was 5pm Friday, 27 May 2022.

A guidance document containing information on the scheme and application criteria was provided alongside the application form.

Those wishing to be considered for this scheme must:

- Be a member of the Society of Radiographers
- Be working in a leadership position: either leading a team, delivering a service or managing a high-level project for the whole service (for example managing a quality initiative)
- Be able to evidence their level of autonomy, responsibilities and accountabilities (including budgetary where applicable)
- Commit to the full duration of the pilot scheme
- Adhere to the requirements of the pilot scheme
- Attend online training on 22 June 2022
- Have the support of their head of service

The application form includes space for a supporting statement from the applicant's Head of Service.

Mentee Selection

Applications received by the closing date were anonymised and submitted to the Steering Group. The Steering Group selected mentees by assessment of the application forms against the recruitment criteria. In the case of non-consensus, the decision rests with the appointed Chair of the Steering Group. If the Chair cannot make a decision, the final decision rests with the Independent Moderator.

Fourteen applications were received and mentee selection finalised by 15 June 2022.

Pairing Criteria

The Steering Group determine the matching of the mentor and mentee pairings by reviewing the application forms of the selected mentees against the mentor profiles. They look for the best match regarding the selected outcomes indicated by the mentees, the preferred mentor indicated and where appropriate matching of hobbies and interests.

Time Commitment and Expectations

It is advised that each mentor and mentee pair maintain communication at a frequency of at least every four to six weeks, meeting for a minimum of one hour. This is to ensure continuity without creating a burden on mentors or mentees. This time can be spent as the mentor and mentee agree, e.g. by phone, in person, virtual meeting, etc. Mentors and mentees can increase this time commitment if they feel they have the capacity, and the partnership produces good results. This will need to be stated in the reflective diary.

The mentee is expected to contact their mentor first to arrange an initial discussion and the responsibility to arrange all future meetings remains with the mentee. A mutually agreeable time and date for the next contact as well as some key actions should be confirmed at the end of each meeting. The mentee will be responsible for keeping track of the agreed actions, keeping minutes of each meeting and following up with progress made or any issues arising. If any issues arise, the mentee must first discuss with their mentor and if no resolution can be found the mentee should alert the [Project Lead](#) in the first instance. It is also expected that the mentee will notify their line manager of their involvement in the mentoring scheme prior to fully engaging with the project, to ensure there is no conflict of interest.

Mentors are expected to dedicate at least one hour per month to their mentee in any agreed format of interaction and do their best, within their expertise, to advise their mentee. If either mentor or mentee will be absent for a long period of time for any reason, they will need to notify their mentoring partner as well as the Project Lead by email at the earliest convenience. The Project Lead should also be notified if either mentor or mentee do not respond to communication from their mentoring partner for a period exceeding four weeks.

Mentors and mentees should make every effort to attend networking events as these offer support and aim to increase positive outcomes of the scheme; they are expected to attend at least one of these events. Finally, mentors and mentees must be willing to engage with evaluation of the pilot scheme and to assist in understanding what works well and what doesn't. More information on the evaluation stages of the pilot can be found in the following sections.

Outcomes

The definitive outcome of the PLMS would be the mentee securing a higher/high-level leadership role, e.g. Radiology/Radiotherapy Service Manager or AHP leadership role.

This is unlikely to be a measurable outcome during the pilot and further examples of outcomes that applicants might expect from their involvement in the scheme are listed below.

Note: this list is not exhaustive and should be used as guidance.

It is expected that mentor and mentee pairs will agree specific objectives during the first month and following their initial meeting.

Example Outcomes

- Increased confidence and visibility
- Enhanced communication and negotiating skills
- Vision setting
- Professional leadership
- Effective networking
- Empowering and championing others
- Increased understanding of how to influence and impact to improve service
- Promoting service, staff and profession
- Increased understanding of department, organisation, regional structure and the wider healthcare arena
- Increased understanding and awareness of regional and national issues
- Development of a personal leadership plan/career portfolio
- Preparing and delivering a presentation to a board
- Updating CV or writing an impactful personal/supporting statement
- Submitting an application for a higher leadership post
- Business skills development, e.g. preparing a business case; managing, interpreting and understanding finances/budgets; utilising data for reports
- Operational skills development, e.g. evaluating training and development needs for a specified modality
- Understanding workforce planning methodology
- Risk management

Resources

The SoR PLMS [web page](#) and the PLMS [Synapse workspace](#)

Providing full details and progress updates alongside all materials and links to useful resources.

Self-Assessment

A useful exercise for mentees would be to assess their leadership skills before and after the pilot; one such assessment tool is provided by the NHS Leadership Academy [Healthcare leadership model self-assessment tool](#).

NHS Leadership Development Programmes

If you would like to learn more about leadership, there are a number of resources at the [NHS Leadership Academy](#). The following leadership programmes are available:

[Edward Jenner Leadership programme](#)

A first port of call if you're looking to build a strong foundation of leadership skills that can help enhance your confidence and competence in your role.

[Mary Seacole programme](#)

Recommended for those new into a leadership position, this programme covers the fundamentals of leadership, leading for improvement and management skills.

[Stepping Up programme](#)

This five-month leadership development programme is for aspiring Black, Asian and minority ethnic (BAME) colleagues working within healthcare.

Coach Mentoring Ltd.

[Setting direction in a mentoring relationship](#)

[Setting Direction in Mentoring – 60 second briefing](#)

[Agreement Setting in Mentoring – 60 second briefing](#)

[Building Rapport in Mentoring – 60 second briefing](#)

Training

The mentor and mentee training will be provided by [Coach Mentoring Ltd.](#) and will take place virtually on the following dates:

Tuesday, 21 June 2022 Mentor training

Wednesday, 22 June 2022 Mentee training

Mentors and mentees are welcome to attend both training sessions.

Further CPD sessions for the mentors will be provided in the form of two 60-minute webinars by Coach Mentoring Ltd.

The First Month

The first month after the launch event) will serve for the mentors and mentees to familiarise themselves with their mentoring partner, discuss how they would like to work together and establish some ground rules. Mentor-mentee pairs should discuss what they would like to achieve and what they feel is feasible within the 12-month timeline of the project. These initial discussions alongside the completion and signing of mentoring contracts by both mentor and mentee must be fulfilled by 31st August 2022.

A copy of the signed mentoring contract must be emailed to pande@sor.org no later than 31st August 2022 (both electronic and scanned signatures are acceptable). A blank copy of the mentoring contract can be found in the [Appendix](#)

of this handbook and on the PLMS [web page](#).

Project Timeline (subject to change)

Activity	Dates	Responsible persons
Prepare completed application forms	Monday, 30 May – Monday, 6 June 2022	SCoR P&E admin
Assess application forms	Monday, 6 June – Monday, 13 June 2022	Steering Group
Notify successful applicants	Tuesday, 14 June – Friday, 17 June 2022	SCoR P&E admin
Mentor training	Tuesday, 21 June 2022 (14:00–15:00)	Coach Mentoring Ltd.
Mentee training	Wednesday, 22 June 2022 (11:00–12:00)	Coach Mentoring Ltd.
Launch event	Monday, 27 June 2022 (11:00–15:00, SoR HQ)	Project Lead
Sign and submit mentoring contracts	Wednesday, 31 August 2022	Mentors and Mentees
Evaluation submission	Friday, 30 September 2022	Mentors and Mentees
First progress report for Steering Group	Mid October 2022	Project Lead
First face-to-face networking event	Tuesday, 13 December 2022, SoR HQ	Project Lead
Evaluation submission	Tuesday, 3 January – Sunday, 13 January 2023	Mentors and Mentees
Second progress report for Steering Group	January 2023	Project Lead
Final evaluation submission	Mid–end June 2023	Mentors and Mentees
Pilot evaluation and report for Steering Group	Date TBC	Project Lead
Final networking event	Date and Venue TBC	Project Lead
Report for SoR UK Council	Date TBC	Project Lead
Publications	Date TBC	Project Lead

Change of Circumstances

We ask that mentors and mentees inform the Project Lead immediately of any change of circumstances that might impact their capacity to contribute to this pilot scheme.

Exit Routes

As with every partnership, PLMS partnerships may not go to plan. It is advisable to discuss any issues arising with your mentoring partner in the first instance and to try to resolve these together. If, for any reason, a partnership dissolves and you agree you cannot work together, there is a no-fault clause which allows you to exit the scheme at any point. These cases must be escalated to the Steering Group via the [Project Lead](#).

If issues arise, please address these as early as possible to allow for a quick resolution and to minimise disruption to your experience on the scheme. If there is a complete breakdown of a pairing support will be offered to both parties.

Networking and Contact Points

There will be an initial launch event for the PLMS held on Monday, 27 June 2022 and there will be two further networking events around the mid- and endpoint of the scheme.

Accommodation and travel for these events is covered by the Society of Radiographers.

Mid-point networking event

The mid-point networking event (13 December 2022) will serve to discuss the progress of mentoring pairs and provide support where needed. It will also help mentors and mentees to discuss future developments and plans for the remaining duration of the scheme.

Mentees and/or mentors are welcome to give a brief, informal presentation covering their experience of the first five-six months if they wish. If you intend to give a presentation to the group, please contact the Project Lead one month in advance of the event (for planning purposes).

Further information on networking events will be provided closer to the time.

Pilot Evaluation

For quality assurance purposes and for the sustainability of the mentoring scheme, a thorough evaluation strategy is needed. Therefore, information will be collected at certain time points throughout the pilot scheme.

- Please complete, sign and date the mentoring contract, and return by email to pande@sor.org no later than 31st August 2022.
- Mentors and Mentees must agree to timely submission of evaluation forms during the pilot as indicated in the project timeline.
- A mid-point review will take place at the networking event in December 2022 in the form of focus groups and submission of reflective accounts by both mentors and mentees describing their experience.
- Mentees are asked to use their reflective diaries to keep notes throughout the duration of the scheme, indicating the date and providing a short-written account for each entry. It is advised that mentees keep a record for each meeting in the form of minutes and a list of agreed objectives and actions. Any issues that arise should also be recorded as well as how these were resolved. The reflective diaries will be useful in providing vital material for the reflective accounts submitted at the mid- and end-point networking events; it is therefore important that records are kept up to date.

Contact Details and Social Media

For any issues arising and for information, please contact the Steering Group via the [Project Lead](#).

You may wish to use social media to advertise your progress throughout the pilot scheme using the hashtag *#SoRPLMS*

All participants will be asked to confirm in writing that they agree to share pictures from the networking events on social media. Anything that mentees and/or mentors publish on social media relating to the PLMS needs to be followed by the disclosure that any opinions reflect those of the individual and not the SoR or PLMS Steering Group.

We wish you a happy and successful leadership mentoring journey.

Appendix

1. Mentoring Contract

Pilot Leadership Mentoring Scheme (PLMS) Mentoring Contract

To be discussed and signed by both the mentor and mentee

We agree to:

- meet, speak or email on a regular basis, as mutually agreed.
- provide feedback and evaluation as requested.
- review our progress regularly against our objectives/plan.
- respect the development aims of this leadership mentoring scheme.

If we cannot attend a scheduled meeting/ telephone conversation, we agree to notify our partner and reschedule.

We agree that if for any reason either of us is not comfortable in our mentoring relationship, we can end the partnership after consulting with the Independent Moderator.

We will meet regularly in a location where we can talk openly. Our plan is to:

We will abide by the confidentiality rules we choose. These are:

--

We will establish a clear purpose and agree on some objectives for the mentoring relationship.
These are:

--

The best way/time to reach us is:

Mentor:

--

Mentee:	

Mentor Signature	Mentee Signature
(Print name)	(Print name)
Date	Date

2. PLMS Evaluation Form

Mentee name:

Mentor name:

Date:

How long has the partnership been active?

0–3 months 3–6 months 6–12 months

What objectives/outcomes were set at the start of the scheme?

Description of activities towards achieving objectives/outcomes:

Reflection on the scheme and progress at this point:

Mentee

Mentor

Have the set objectives/outcomes been met?

Recommended learning/resources etc.

Signed

Mentee:

Mentor: