



SoR

THE SOCIETY OF
RADIOGRAPHERS

**Leadership Mentoring
Scheme
Handbook
2023**

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Introduction

Dear mentors, mentees and steering group members, welcome to the second round of the Society of Radiographers' Leadership Mentoring Scheme (LMS) and thank you for your participation. We are delighted to be launching the LMS following on from the success of the pilot scheme (PLMS). 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 round of the scheme, as well as the pilot, to evaluate the roll out of future schemes to our wider membership.

We hope that you all gain from participating in the scheme 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 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 mentoring training, and our Steering Group members (Dr Rachel Harris, Alison Hewitt, Paula Horne, Karen Smith and Shelley Whittington) for their oversight of the scheme.

Alexandra Lipton

SoR Professional Officer, Project Lead LMS

About the scheme

The Society of Radiographers (SoR) is continuing the LMS 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 scheme is to encourage and facilitate current senior service managers and leaders from the profession to act as mentors for radiographers in current 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 early rounds of the scheme, that the SoR may roll out a similar scheme to the wider profession to support and equip the radiographic workforce with leadership skills.

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.
- To establish a formal programme for routine delivery to support leadership development at the senior level.
- To consider wider roll out of the scheme to all members.

Scope

The LMS will involve a cohort of ten mentors and mentees and will be overseen by the LMS 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 scheme (handbook, links to useful websites, related publications and a dedicated web page for the scheme). Support will be offered to all participants throughout, including face-to-face networking opportunities, review and evaluation, and keeping in touch (KIT) contact points. A summary evaluation report of the 2023 LMS (LMS2) will be provided for SoR UK Council.

Please refer also to the [Mentoring Guidance Document](#) available via the LMS Synapse workspace.

LMS Steering Group

Purpose

The purpose of the Steering Group is to oversee the LMS 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
- 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 considering the top three preferences submitted by chosen mentees, subsequent to a 'speed-dating' style introductory activity. This evaluation will involve comparing the application forms of the selected mentees with the profiles of the available mentors.
- 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 scheme by means of identified reporting points throughout the year. This will be in the form of a report from the Project Lead at six, nine and twelve. 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

- Paula Brown
Radiotherapy Services Manager | United Lincolnshire Hospitals NHS Trust
- Karen Glencross
Medical Imaging Manager | Sheffield Teaching Hospitals NHS Foundation Trust
- Christine Heales
Deputy Head of Department, Department of Health and Care Professions Head of Medical Imaging Senior Lecturer | University of Exeter
- Clare Hartill
Radiotherapy Services Manager | Royal Free London NHS Foundation Trust
- Jill McKenna
Chief AHP, Head of Imaging and Operations | Rutherford Diagnostics
- Kerry Mills
National Programme Lead – Cancer and Diagnostics | Workforce, Training and Education Directorate, NHS England
- Penny Owens
Specialist Advisor | University Hospitals of Derby and Burton NHS Foundation
- Clare Simcock
Lead Radiographer | Great Ormond Street Hospital NHS Foundation Trust
- Helen White
College Lead for AHP Practice Quality | Birmingham City University
- David White
Head of Operations (Imaging) | University Hospitals Coventry and Warwickshire

Mentees

- Lucy Aitken
Operational Lead Radiographer | Northern Centre for Cancer Care
- Hannah Brown
Interventional Lead Radiographer | Basingstoke and North Hampshire Hospital
- Marie Gibson
Lead Reporting Radiographer | University Hospitals of Leicester NHS Trust
- Antony McClafferty
Lead Radiographer (Nuclear Medicine) | Glan Clwyd Hospital, Betsi Cadwaldr University Health Board

Kirsty Farnan
Principal Radiographer – Technical | NHS Tayside

- Laura Russell
Lead Dosimetrist | Hull University Teaching Hospitals NHS Trust
- Nneka Smith
Clinical Educational Lead: Non-Medical | Princess Alexandra Hospital Trust
- Louise Taylor
Radiotherapy Treatment Floor Specialist | University Hospital North Midlands
- Jamie Beck
Assistant Professor | University of Bradford
- Florence Martin
CT Team Lead | Royal Cornwall Hospitals Trust

Terms of Reference

Mentors and Mentees are expected to:

- Attend the virtual training webinars. Steering group members are welcome to attend both training sessions.
 - Pre-launch online training event Wednesday, 04 October (completed)
 - Online training event Wednesday, 24 January
- Sign up to and use Synapse (Kahootz platform). Help and information regarding the use of this platform can be found [here](#).
- Attend the LMS launch (SCoR HQ on Thursday, 19 October 2023) and other networking events.
 - Event: Launch | Thursday, 19 October 2023 at SCoR HQ, London | 11:00 – 16:00 | face-to-face event
 - Event: Networking 2/Training | Wednesday, 24 Jan 2024 | 09:15 – 12:30 | virtual event
 - Event: Networking 3 | Wednesday, 12 June 2024 @ UKIO | 30 min to 1 hour lunchtime session | hybrid event
 - Event: Final networking | Thursday 19, September 2024 at SCoR HQ, London | all day | face-to-face event
- At least one event must be attended either in person or virtually.
- Accept the matched pairings as determined by the Steering Group.
- Sign the LMS Mentoring Contract (Appendix 1), also available to [download](#) from the LMS Synapse workspace.
- (Mentee) arrange contact points and meetings with their mentor.
- Complete evaluations at specified time throughout the scheme.
- 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 scheme (25 July – 25 August 2023).

Mentors

The volunteer mentors are all experienced service managers or leaders of the profession. Many mentors on the scheme have remained from the previous pilot version of the scheme.

Mentee Recruitment

Recruitment for the LMS is by formal application to Professional and Educational support. Promotion of the scheme and application criteria are circulated via the Society and College of Radiographers website, SoR social media platforms and member publications.

The deadline for applications to the LMS was 5pm Friday, 25 August 2023.

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 scheme
- Adhere to the requirements of the scheme
- Attend online training on 04 October 2023
- Attend the in-person launch event on 19 October 2023
- 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.

Twenty-nine applications were received and mentee selection finalised by 12 September 2023.

Pairing Criteria

The Steering Group determine the matching of the mentor and mentee pairings considering the top three preferences submitted by chosen mentees, subsequent to a 'speed-dating' style introductory activity. This evaluation will involve comparing the application forms of the selected mentees with the profiles of the available mentors.

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 scheme and to assist in understanding what works well and what doesn't. More information on the evaluation stages of the scheme can be found in the following sections.

Outcomes

The definitive outcome of the LMS 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 LMS [web page](#) and the LMS [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.

Coach Mentoring Ltd.

The following mentoring resources from Coach Mentoring are recommended.

[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](#)

Coach Mentoring will be running [free lunchtime education webinars for Mentors](#) throughout Autumn 2023. Anyone is welcome to join.

Training

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

- Wednesday, 04 October 2023 | Pre-launch training
 - Mentee session 09:30 – 11:00
 - Mentor session 11:30 – 12:30

Steering Group members are welcome to attend both pre-launch training sessions.

- Wednesday, 24 January 2024 | Training and networking event
 - Mentee and Mentors 09:15 – 12:30

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 10 November 2023.

A copy of the signed mentoring contract must be emailed to pande@sor.org no later than 10 November 2023 (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 LMS [Synapse workspace](#). Appendix

Project Timeline (subject to change)

Activity	Responsibility	Reporting to	Date	Status
Launch Event and pairings agreed	Project Team	All	19 th October 2023	
Mentoring contracts completed and returned to SoR	Mentor/Mentee pairs	Project Team	10 th November 2023	
Contact point (via Synapse/email)	Mentor/Mentee pairs	Project Team	11 th – 15 th December 2023	
1st evaluation deadline	Mentor/Mentee pairs	Project Team	12 th January 2024	
Training and Networking Event (online)	Coach Mentoring	Mentor/Mentee pairs	24 th January 2024	
2nd evaluation deadline	Mentor/Mentee pairs	Project Team	19 th April	
Networking Event at UKIO (hybrid)	Project Team	All	12 th June 2024	
3rd evaluation deadline	Mentor/Mentee pairs	Project Team	19 th July	
Celebratory Closing Event SoR HQ	Project Team	All	19 th September 2024	
Final evaluation deadline	Mentor/Mentee pairs	Project Team	25 th October 2024	

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 scheme.

Exit Routes

As with every partnership, LMS 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 LMS 2 held on Thursday, 19 October and three further networking events between the mid-point and end-point of the scheme. Additionally, there will be contact points with the Project Lead and LMS team virtually throughout the scheme with the first taking place in December. These will be in the form of a survey to check-in with you and to provide additional support should you require.

Accommodation and travel for the in-person events is covered by the Society of Radiographers.

December 2023 contact point

A December contact point will give mentors and mentees the opportunity to let us know how they are going. This will be via an online survey, with the option to follow up with the Project Team where necessary.

January training and networking event

The January training and networking event will be delivered by Coach Mentoring Ltd. and will be tailored to the cohort according to the information from the December 2023 contact point. The aim of this event will be to help mentors and mentees consider future developments and plans for the remaining duration of the scheme.

June networking event

The June networking event will take place at UKIO, with an option to attend virtually.

September final networking event

The final networking event will be a celebration of the scheme and the outcomes achieved (or in progress) by the mentoring pairs.

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

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 scheme.

- Please complete, sign and date the mentoring contract, and return by email to pande@sor.org no later than 10 November 2023.
- Contact points and evaluations/reflective accounts will be in the form of online surveys, with the option to follow up with the Project Team, where necessary.
- Mentors and Mentees must agree to timely response to evaluations, as indicated in the project timeline.
- Mentees are asked to use 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 evaluations/reflective accounts requested throughout the scheme; 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 scheme using the hashtag #SoRLMS

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 LMS needs to be followed by the disclosure that any opinions reflect those of the individual and not the SoR or LMS Steering Group.

We wish you a happy and successful leadership mentoring journey.

Appendix

1. Mentoring Contract

Leadership Mentoring Scheme (LMS) 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:

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

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The best way/time to reach us is:

Mentor:

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Mentee:	

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