

A Guide to the Civil Service Local Leadership Modular Academy for Mentors

What is the Leadership Modular Academy?

The Academy is a cross-departmental opportunity, open to AA/AO and equivalent grades and EO with little or no experience of management. The [Civil Service Leadership Statement](#) says that we need effective leaders who are inspiring, confident and empowering and the [vision for the civil service](#) aspires to develop effective leaders and skilled people who are high-performing, adaptable and take personal responsibility. This programme is intended for those who have shown potential to become a manager and leader but could benefit from further development.

The programme is for 12 months and consists of action learning modules based on the four pillars of the [vision](#): Skilled People, Effective Leaders, A Great Place to Work and Improved Outcomes. It also includes elements of the Competence Framework - Collaborating and Partnering, Communicating, Leading and Building Capability, as well as [the civil service leadership statement](#).

Participants will be supported by a mentor from another government department and will take part in a group project and job shadowing opportunity.

Why Have a Cross-departmental Leadership Development Programme?

The programme is designed as another option for civil servants alongside existing Departmental Programmes. The key difference is that it is open across the whole Civil Service in the North East, Yorkshire and the Humber. This enables participants to develop skills that can be transferred between departments and establish networks to develop an appreciation of the civil service 'bigger picture'. This is increasingly important as CS Jobs has opened up civil service wide opportunities.

The programme is designed to create leadership development opportunities and to facilitate collaborative working and encourage sharing good practice.

What Is Expected of Participants?

Those selected for the programme need to demonstrate a clear commitment to their development. Participants will be expected to keep an up to date learning log, which will include a Personal Development Plan.

Time Commitment - The programme is for 12 months. Participants, line managers and mentors are expected to attend a half-day launch event in February 2020. Participants will attend three two-day learning workshops up to May 2020, and then a minimum of 2 days a month for a group project.

There is a one-day review in September, a career development day and a final celebration event in December 2020. They will also meet with their mentor for a minimum of 1 hour a month and job shadow them for a day.

Participants will attend the launch and modules for either the North East in Newcastle or Yorkshire and the Humber in Leeds. Participants cannot transfer between locations.

Academy	Yorkshire and the Humber	North East
Launch (0.5 Day)	3 February 2019	w/c 3 February 2020
Module 1 (2 Days)	13 and 14 February 2020	w/c 24 February 2020
Module 2 (2 Days)	17 and 18 March 2020	w/c 23 March 2020
Module 3 (2.5 Days)	22, 23 and 24 April 2020	w/c 27 April 2020
Career Day	October/November TBC	
Group Project	2 days a month June to December	
Mid Project Review	1 Day in September 2020	
End Year Review	1 Day in December 2020	
1 Job Shadow	1 Day During the Year	
Mentoring	1-2 Hour Monthly Mentoring Meeting Throughout	

What is Expected of Line Managers?

Line manager are expected to be fully supportive of the programme and the commitment that this involves for both.

The programme is for 12 months. It is expected that line managers will release successful candidates to participate in the timetable above.

During the whole year participants should be allowed at least 1 hour a month to meet with their mentor and ensure they complete their learning log, so they can make the most of the programme. They should be released to job shadow their mentor if they can offer them that opportunity for a day at some point in the year.

The line manager is critical in supporting their member of staff to get the maximum benefit from the programme. This includes having regular meetings with them to discuss progress, offer support, encouragement and guidance and discuss any issues arising from the programme.

Managers are expected to attend a launch event with their participant and mentor.

Mentoring for the CS Local Modular Leadership Academy

All CS Local Academy participants will have an opportunity to be mentored by a mentor with leadership and management experience.

The role of the mentors is to encourage their mentee to think more broadly and offer a different perspective on a career in the civil service, as well as to consider how they can demonstrate leadership and contribute to improvements in their current work area.

Mentoring should allow participants to explore new ideas with confidence and can offer a different perspective to help tackle challenges.

What is CS Local Mentoring?

Mentoring is an effective way to help Academy participants progress their career. Through the Academy, participants will be allocated a mentor from a different department who can help guide and inspire them to think about different career options and progression. This is in line with the objectives of the Academy to provide wider perspectives on the civil service in a locality.

What's in it for the Mentor?

Mentoring through the programme is a chance to develop or maintain coaching, counselling and mentoring skills which are relevant in everyday management. It also gives the mentor access to a new network of colleagues, look at things from a new perspective and the opportunity to find out more about other government departments. Many of our mentors have told us that sharing their experience and helping someone else achieve gives a real sense of job satisfaction.

How will mentoring on the Academy work?

The mentoring relationship will last for the duration of the Academy (twelve months). Participants will be matched to a Mentor based on their location and ensuring there is a good departmental mix.

There will be a 2 hour launch event which will give both participants, their line managers and the mentors an overview of expectations and an opportunity to meet and agree future contact.

After this mentees should have between 12 and 24 mentoring hours over the course of the Academy. The mentor and mentee should agree whether to have face-to-face or telephone sessions.

At the first full mentoring meeting they should agree objectives for the mentoring and a mentoring action plan.

There are three modules on the programme in the first 4 months and it is expected that there will be a mentoring session between each module so that mentors can encourage mentees to think about the learning on the module and how they will put that into practice.

For the remainder of the programme the participants will carry out a group project. The participant and their mentor can decide how to use their mentoring time for that period. It could be to help mentees think about the skills they need in their project role and/or a wider consideration of their career aims.

For mentoring there is usually an expectation that the mentoring relationship should be essentially participant-driven. However for some of the Academy participants this may be a completely new type of relationship and so, at least initially, there may be more onus on the mentor to establish and maintain the mentoring relationship.

The mentor will help by offering support, encouragement and information gained through their experiences. The role of a Mentor is to not solve problems but encourage participants to think about different ways to approach situations.

Mentors are also requested to offer their mentee a half to one day opportunity to job shadow them in their work or elsewhere within their department.

Support for Mentors

We ask mentors to fulfill the time commitment to the programme. However we appreciate that there are times when things happen that affect either the mentor or mentee ability to do that. If circumstances arise that impact on your mentoring commitment please contact the CS Local team as soon as possible who can offer support for a difficult period or make alternative mentoring arrangements. Equally if you have difficulty with the mentee not meeting their commitment please also contact the CS Local team.

What happens at the end of the Modular Academy?

At the end of the programme there will be a celebration event where participants give group presentations about their learning and projects to their line managers and mentors.

At the final mentoring meeting mentees and mentors should consider agreeing an action plan for the mentee to take forward.

In some instances the mentors and mentee maintain their mentoring relationship. This is entirely at the discretion and agreement of both.

Recommended Learning

For new mentors, or as a refresher, there is guidance on CS Learning at this link:

<https://civilservicelearning.civilservice.gov.uk/sites/default/files/resources/What%20is%20Mentoring.pdf>

Launch

Delegates, their line managers and mentors attend a half-day launch event to meet the facilitators and each other. Delegates are placed in groups of 8 called 'Families' with a family facilitator to support them through the programme.

Three Modules, Including:**Module One (2 days)**

Learning Styles;
Personality Types;
Introduction to Johari's Window and Feedback;
Group Team Working Exercises.

Module Two (2 days)

Civil Service Vision;
Civil Service Leadership Statement;
Theories and practice of leadership, motivation and coaching;
Introduction to Project and initial ideas proposals.

Module Three (2.5 days)

Introduction to pitching and presentation Skills;
Development of a group "family" project idea;
Group presentation of idea to Academy and senior managers (Dragon's Den);
Introduction to project planning and management.

Project

'Families' develop an idea for a group project during the modules and work together on the project in the 6 months following this (2 days a month).

Mid Project Review

1-day event to review progress on project and refresh plans.

Career Development Day

1-day event to consider further development opportunities and options.

Academy End Celebration Event

Half-day event for group presentations about projects and development gained from Academy participation. Attended by line managers and mentors.

The topics are tasters and the programme is not aimed at people who have had training or learning in these areas or have more than a year's experience in a management role either internally in the civil service or externally.

Civil Service Local is committed to ensuring that wherever possible our events are accessible to all participants. If you have any specific requirements, please let us know and we will endeavour to make any reasonable adjustments.