



# **INFORMATION & GUIDELINES FOR MENTEES**

**COFEM GROUP MENTORING PROGRAMME**

**LONDON REGION**

**OCTOBER 2006**



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## HOUSING DIVERSITY NETWORK

The Housing Diversity Network is one of the leading organisations in the country offering specialist consultancy and training on equality and diversity issues to the social housing sector.

### Our Objectives

Our aim is to help housing providers achieve the highest standards in equality and diversity. By working in partnership with housing providers and providing advice, practical assistance and support, we aim to assist them in:

- understanding the diverse needs and aspirations of the communities they serve,
- developing and implementing products and services to meet these needs and aspirations,
- removing barriers to participation and employment across the housing sector,
- promoting inclusion for individuals from all communities.

### Our Approach

The Housing Diversity Network is a flexible resource for organisations seeking to make progress in the areas of equality and diversity. Our services include:

**Consultancy.** We are specialist providers of advice on equality and diversity issues to the housing sector. We provide a wide range of consultancy services to help organisations improve their performance on equality and diversity.

**Training.** We work with clients to develop training courses on a wide range of equality and diversity topics specifically tailored to meet their needs. We also offer a calendar of open courses.

**Events and Seminars.** We run seminars on specific themes related to equality and diversity which are open to organisations across the UK.

**Corporate Membership Network.** Our corporate membership network offers a range of benefits including access to our unique enquiry line service giving instant access to expert advice. We also offer members free job advertising, discounts on seminar places and training courses and regular e-mail briefings on equality and diversity topics.

**COFEM.** The COFEM (Career Opportunities for Ethnic Minorities) vision is to develop practical actions, in partnership with housing associations and local authority housing departments, which promote and encourage diversity in employment for black & minority ethnic (BME) people.

In particular, COFEM aims to provide practical support to improve the career opportunities for BME staff in the housing sector.



## COFEM BACKGROUND

COFEM (Career Opportunities for Ethnic Minorities) is a concept that has developed over a number of years. It stemmed initially from a piece of research by Salford University, on behalf of the National Housing Federation and the Housing Corporation, which identified a lack of career opportunities for black and minority ethnic (BME) people within the housing sector.

A summary of the original research can be found on the Housing Diversity website at: [www.housingdiversitynetwork.co.uk](http://www.housingdiversitynetwork.co.uk)

COFEM then developed in the North West when a group of human resources professionals from housing associations and local authorities decided to use the recommendations from the research and develop practical actions which would go some way towards promoting and improving diversity in employment.

The Housing Diversity Network took over the management and delivery of COFEM services in October 2005. Prior to this, and subsequent to COFEM being developed in the North West, the initiative had been supported by the Housing Corporation who assisted locally based voluntary steering groups to develop COFEM regionally.

COFEM has developed new and real actions that make a difference to both the culture of organisations and individual BME staff and has previously run a number of group mentoring programmes throughout different regions in the UK

COFEM is continuing to develop nationally with steering groups in various regions of the country. The aim of these groups is to build upon the work already developed and implement it locally.

BME staff from Housing Diversity Network member organisations can access the COFEM mentoring groups and other COFEM initiatives.

The Housing Diversity Network employs two regional COFEM co-ordinators. Tessa Flament is responsible for organisations in the South of England (including London) and Eugene Pinnock is responsible for organisations in the North of England.



## WHAT IS MENTORING?

Mentoring occurs when staff with particular skills and knowledge assist others in developing or improving specific skills and or knowledge to enhance their professional and personal development. Meetings take place in a safe learning environment. The person with particular skills and experience that may be of benefit is known as the **mentor**.

The person hoping to benefit from these skills and experience is known as the **mentee**. It is important to recognise that a mentee will also have valuable expertise and experience to contribute to the mentor. Mentors advise and facilitate mentees on how to handle problems and situations, particularly informal or cultural obstacles to effective performance.

In the COFEM model mentors are drawn from amongst a wide variety of senior staff including chief executives, directors and sometimes middle managers. We also have a philosophy of encouraging previous mentees in becoming mentors.

We feel it is important to let potential mentees know that not all mentors are BME people. However, all mentors are committed to diversity and equal opportunities, and they are involved in the mentoring programme because COFEM's aims and objectives are really important to them.

### benefits of mentoring

as a **mentee** you can:

- improve your skills and confidence
- be helped to develop your knowledge and learning
- receive advice and support on your career development
- develop your networks and receive objective feedback on areas of work
- provide insights into problems in your organisation
- improve communication and working conditions within your organisation

- enhance performance, both in terms of acquisition of knowledge and skills, and the speed at which they are acquired

Mentoring is a non-directive and non-judgemental process to help people establish for themselves:

- what is going on
- how they feel about it
- what they want to do about it
- what they can do about it
- how they can learn from action they have taken

### **what mentoring is not**

Mentors do not act on behalf of mentees, neither do they act in place of line managers.

In addition mentoring is not:

- management appraisal
- mentor led counselling
- a one way process
- “spoon feeding”
- authoritarian or dictatorial
- where you will get all the answers
- a place to get your work done



## GROUP MENTORING

The group mentoring approach which COFEM uses is based on groups of BME mentees meeting with a mentor over a specific time period. COFEM's current group mentoring programme will run for six months. Each group will have a maximum number of six mentees who will meet with their mentor once a month. Pen portraits giving background information on the mentors taking part in the next programme are included in this information pack starting on page 10.

A range of subjects will be discussed in structured sessions, such as:

- overt and covert racism within organisations
- improving self-esteem
- communication
- dealing with difficult situations and management responsibilities
- learning about the different opportunities within the housing sector

One of the major benefits of the group mentoring programme is the opportunity to meet and network with other BME people working in different positions within the housing sector.

A COFEM group **mentor** can help you by:

- listening
- questioning, to elicit facts
- giving information and knowledge about their organisation, it's politics and informal networks
- giving advice on career development
- offering different perspectives
- offering support and encouragement

- drawing on their own experience when appropriate
- confronting and discussing current issues
- taking the lead - at least early on in the relationship

Together you will be able to share experiences, support each other, and work through issues as a group and develop your learning and understanding of the housing sector.

As a **mentee** your role in the mentoring group will be to:

- listen
- clarify your understanding
- share your thinking
- review and reflect on your own behaviour and performance
- challenge your own assumptions
- consider different perspectives
- develop and manage a career plan
- take responsibility for your own personal development
- make decisions for maximising the outcomes of the mentor relationship

## **feedback**

Effective mentors give clear and honest feedback. In an effective mentoring relationship all parties are:

- genuine and mean what they say
- not using mentoring for manipulation or personal benefit
- clear and unambiguous, checking that what they have said is understood
- able to recognise how the other person feels
- prepared to uncover unwelcome facts or feelings without losing a basic respect for the other person



## **MENTOR PEN PORTRAITS**

### **ANIL MAJEVADIA**

#### **Director of IT – Dominion Housing Group**

Anil Majevadia is Director of IT at Dominion Housing Group, one of the country's top developing housing associations, providing over 15,000 high quality homes across London and southern England.

Anil is a member of the Group's Senior Management Team with responsibility for IT, facilities, procurement and the management of over 20 members of staff.

With over 15 years IT experience in both the private and public sectors, his previous roles include working in finance/accountancy, operational/technical IT and IT management.

He is also experienced in business planning, accountancy, project management and budget control.



## MENTOR PEN PORTRAITS

### ANU VEDI

#### Group Chief Executive - Genesis Housing Group

Anu Vedi is the Group Chief Executive of the Genesis Housing Group and has held this position since April 1999. Genesis is one of the UK's largest and most successful housing groups, owning and/or managing over 44,000 homes across London and the south east.

Under Anu's leadership Genesis Housing Group has experienced significant growth and with plans to build 1,500 homes each year this growth is set to continue.

Anu also has a passionate commitment to the communities he serves and recognises that Genesis Housing Group's role is not only about building and managing good quality homes but also about improving lives by leading on community initiatives within deprived communities such as training and employment programmes, financial inclusion and tackling anti-social behaviour. Such a belief was instrumental in the creation of Genesis Community, the Group's charitable foundation. Launched in 2005, it builds on a strong track record of community initiatives and regeneration set down by Genesis and is now running around 50 community projects.

Alongside this Anu has also instilled a strong culture of providing excellent customer service across Genesis. Under Anu's leadership a strong Service Commitment has been developed which is followed by all 1,300 Genesis employees.

Anu's strong, innovative leadership within the housing sector was recently recognised by being made a Commander of the Order of the British Empire (CBE) for services to housing in the Queen's New Year's honours list.

Anu first entered the housing sector in 1982, working as the finance director of two large housing associations before joining PCHA (now a subsidiary of Genesis Housing Group) in 1988. Anu is also a member of the Advisory Board of Relationships Foundation, Westminster Housing Commission, Dolphin Square Trust and Chair of Advisory Panel for Faith Regen UK.

In the past Anu has also sat on the board of Ujima Housing Association and was the founder and chair of Inquilab Housing Association, which specialises in homes for people from black and ethnic minorities.

Anu is married with two children and his other interests include sport and reading.



## MENTOR PEN PORTRAITS

### BEN LARVEA

#### **Director of Housing Initiatives - Dominion housing Group**

Ben Laryea is Director of Housing Initiatives at Dominion Housing Group, one of the country's top developing housing associations, providing over 15,000 high quality homes across London and southern England.

Ben is a member of the Group's Senior Management Team with responsibility for the strategic direction and growth of the temporary, key worker, student and market rent accommodation portfolios, and a department of over 70 members of staff.

He began his career in 1987 as a Positive Action Trainee with the London Borough of Greenwich, providing estate management services from a decentralised office.

He later moved to Richmond Churches Housing Trust in 1987 as a housing officer. Following a series of promotions, he became Head of Housing Management in 1996 where he had responsibility for a stock of 1,800 general needs units, 600 leaseholders and 200 sheltered units, and a department of 45 staff.

Ben moved to Acton Housing Association (part of the Dominion Housing Group) in 2001 as Assistant Director of Housing. He was promoted to Director of Housing Initiatives in 2003.

With over 19 years housing management experience and two management qualifications (CIM and MinstLM), Ben is very keen to share his experiences and the many lessons he has learnt.



## MENTOR PEN PORTRAITS

### JEREMY SWAIN

#### Chief Executive - Thames Reach Bondway

Jeremy Swain is Chief Executive of Thames Reach Bondway, a voluntary sector organisation that every year works with more than 4,000 rough sleepers and other vulnerable homeless people in London, providing a range of services including street outreach, hostels, specialist housing for people with mental health and substance misuse problems, tenancy support and education, training and employment projects.

Jeremy started work in the homelessness sector in 1980, moving to Thames Reach in 1984 where he spent four years as a street outreach worker before progressing to Housing Services Manager, and then Director of Thames Reach in 1999. Following the merger of Thames Reach and Bondway, he became Chief Executive of Thames Reach Bondway.

He is a non-executive Director of StreetShine, a social business employing former homeless people to provide a shoe care service to corporate businesses. He chairs the Pan-London Providers' Group comprising the Chief Executives of seven of the largest providers of homelessness services in London, is an active member of ACEVO (the Association of Chief Executives of Voluntary Organisations) and sits on the Business Action on Homelessness London Steering Group. He is also a member of the Westminster Housing Commission which is advising Westminster City Council on its long-term strategic housing options.

Jeremy regularly comments on voluntary sector issues on TV, radio and through the written media and lectures on subjects such as stakeholder partnerships and mergers.



## MENTOR PEN PORTRAITS

### RICHARD BARR

#### **Director of Housing and Business Support - Springboard Housing Association**

Having joined Springboard Housing Association in January 2001, I am currently Director of Housing & Business Support which involves a curious, but interesting, range of operational and central functions. Springboard is now part of the Genesis Group and one of my main priorities this year is the smooth integration of Springboard's Business Support functions into the centre of the Genesis Group.

I began my working career as a Trainee Accountant, then started my own business selling manual accounting systems at the tender age of 20. I got the business established but was seriously injured in a road traffic accident and was unable to work for a year.

I then applied to join the Civil Service. I would like to say that my entry to the Department of Health & Social Security was driven by social concerns. However, in common with 98% of applicants at the time, I was destined not to be placed in my choice of Departments, eg Foreign Office, Diplomatic Corps or Intelligence Services, but instead be posted to the DHSS, Department of Employment or Inland Revenue. Nevertheless, in 10 years of operational and management experience in the Department, I saw life from all angles and was particularly appalled at the housing and living conditions of large number of people in Scotland, where I then lived and worked

In 1986, I moved to Departmental HQ in London and was a Project Manager for 6 years and was able to develop my interest in HR systems. In particular, I had to decide how many people were needed in our 900+ offices nationwide and ensure that they didn't add up to more than the Government was prepared to pay for (in the late '80s, this was around 100,000 people). I also led projects to implement new resource and performance management systems into the central Offices at Newcastle and Fylde, employing 13,000 and 5,000 people respectively and assisted in the setting up of the Contributions Agency. During this period, I was also an Associate Lecturer at the Civil Service College.

In 1992, I moved to Leeds and joined Benefits Agency Training, responsible for national projects. Then, as Director of Resources, I led the organisation through 'market testing' and later became Head of BA Training Operations. For a period, I

was seconded to the Secretary of State to advise on how to incentivise managers and staff during a time when unprecedented expenditure cuts were being applied across all Departmental and Agency activities. In 1998, I left the Civil Service to become Managing Director of CCE Ltd, a training and HR consultancy company based in Norwich.

An Incorporated Financial Accountant, I am a Chartered Fellow of the Institute of Personnel & Development and a Founding Fellow of the Institute of Leadership & Management. I am also a member of the Institute of Directors and the Chartered Management Institute. I am a member of Mensa, presumably because of an appalling administrative blunder by the examination panel.

My wife, Pat, and I share five 'children' between us (although none created jointly – two of hers, three of mine). The youngest has just graduated – the eldest obtained her law degree some time ago and is now working in the Department for Work & Pensions. Pat works for HM Revenue & Customs, where she is currently trying to join the HR functions of the two previous departments. Somehow, I always seem to end up doing her tax return because I understand more about tax than she does! We also have two grandchildren.

We have a passion for travel and wine – usually a very compatible combination unless we're driving. We both live and work in London throughout the week and return to our home in Norfolk at weekends.

I have been interested in mentoring for 10 years or more, having worked with the European Mentoring Centre and introduced mentoring schemes in both the public and private sectors. I have had the privilege of mentoring a number of people - usually to assist with career development - and I can honestly say that I have learned as much from this experience as the mentees. I use a number of techniques to help mentees understand more about themselves, assess their career direction and devise strategies to help them attain their goals.



## MENTOR PEN PORTRAITS

### PAULA LOGAN

#### **Director of Human Resources and Communication – Genesis Housing group**

Paula Logan was educated at York University and the University of Westminster. She has a degree in Politics, a diploma in housing and a masters degree in human resources. She has 20 years experience of working in housing starting as a housing assistant and working through the ranks up to the position of Housing Manager, and finally Director. She has worked for West Hampstead HA, Look Ahead HA, Quality Street Rented Homes, Paddington Churches HA and the Peabody Trust. In 2000 Paula was appointed Director of Corporate Services at Warden Housing Association, a subsidiary of the Home Group and in 2002 she joined the Genesis Housing Group as Director of Human Resources and Communication. Paula has recently joined the Board of Croydon Peoples HA and is currently Chair of the newly created COFEM steering group in London. Paula is one of a small but growing group of black women operating at director level in large housing organisations.



## HOW DO I APPLY?

To apply to join the next series of group mentoring programmes in your region you will need to be a BME member of staff of your organisation, and your organisation will need to be a current member of the Housing Diversity Network.

You will need to complete and return the application form that is included in this pack. Your application to the mentoring programme must be supported by your organisation. Your line manager will need to provide a supporting statement to accompany your application. In the likely event that the current programme is oversubscribed, your own organisation may reserve the right to limit or manage the number of applications submitted for inclusion in the programme. Your own organisation will provide you with details of any limits if they apply.

If your application is successful, you must be committed to participating in and attending the mentoring programme, including the launch event to be held on 12 October. You will need to be able to attend six mentoring meetings on a monthly basis. Please note that these meetings may take place during normal working hours. The exact dates and times will be agreed between your mentor and the mentor group you are assigned to.

You will be required to sign a mentoring contract (see page 25) and adhere to the mentoring guidelines (see page 23).

Application forms for the next mentoring programme must be received at the Housing Diversity Network by 15 September 2006 at the latest.

### **what happens after I've applied?**

Returned application forms will be assessed by the regional COFEM co-ordinator who will seek to match individual mentees to an appropriate mentor.

The matching process relies on candidates providing as much relevant information as possible in the application form. The clearer each candidate is about the reasonably expected outcome of the mentoring process, the more likely it is that they will be offered a place in the mentoring programme.

If necessary and where possible, mentees from the same organisation will be placed in different mentoring groups. Where possible, mentees of a similar organisational level will be grouped together. Each mentor group will have no more than six mentees. Mentors will not be asked to work with mentees from their own

organisation.

Successful candidates will be informed of their inclusion in the programme and the details of their mentor by 29 September, when they will receive an invitation to the 12 October launch event.

The launch event includes an opportunity for the mentoring groups to convene for the first time, review and agree the programme outlines, agree times and venue for meetings to take place, agree ground rules & guidelines and for participation contracts to be signed.

Mentees views will be taken into account if they have expressed a preference for a preferred mentor. However we must stress that COFEM co-ordinators will make the final decision on whether you are offered a place and who your mentor will be.

### **evaluation of the programme**

The mentoring programme will be evaluated through questionnaires completed at the final mentoring session.

We will also contact programme participants and invite them to complete an in-depth interview on their own experiences. This information will be included in an evaluation report for the Housing Diversity Network.

The Housing Diversity Network will also host a celebratory event at the conclusion of the six month mentoring programme in order to show appreciation for the contribution of mentors and mentees, pick out and promote some success stories and to distribute participation certificates. All participating mentees will be invited to this event, although attendance will not be a compulsory part of the programme.

Mentees will also be given information on how the Housing Diversity Network may be able to support them further.



## COFEM GROUP MENTORING APPLICATION FORM

**NAME:** .....

**JOB TITLE:** .....

**COMPANY (name and address):**

.....  
.....  
.....

**work tel:** .....

**work e-mail:** .....

**How long have you been in your current position? .....**

**What is your position in your organisation? (please tick):**

**junior member of staff**

**supervisor/officer**

**middle manager**

**senior manager**

**other: (please specify)** .....

The information you provide in this questionnaire will be used to select and match mentees to the available mentors, therefore the more relevant information you provide, the more likely it is that you will be offered a place on the mentoring programme

**1. Please tell us why you wish to participate in COFEM'S group mentoring scheme.**

**2. Please describe any (but at least two) learning outcomes you would like to achieve from the mentoring programme.**

**3. Are there any particular personal or developmental issues you would like a mentoring group to consider?**

**4. If you have a preference to be included in a group with a particular mentor, please state why this is the case.**

Have you participated in a mentoring project before? (please tick)

YES  NO

If yes, please give details:

Has your manager agreed to your involvement? YES  NO

Manager's name: .....

Supporting statement from your line manager:

Signed..... Date.....

**Will you able to attend the group mentoring programme launch on 12**

**October? (please tick)    YES     NO**

**Please provide details of any dates that you will not be available once the programme gets underway:**

.....  
.....

**For inclusion in the next group mentoring programme in your region, this application form must be received by your regional COFEM co-ordinator at the Housing Diversity Network by 15 September 2006 at the latest.**

**Some organisations may reserve the right to limit or manage the number of applications submitted for inclusion in the programme. Your own organisation will be able to advise you on any internal processes that may be in operation and with details of any limits if they apply.**

**Where this is the case, you will need to comply with your own organisation’s administration processes prior to your application being forwarded to the Housing Diversity Network.**

**Applicant’s name:** .....

**Applicant’s signature:** .....

**Applicant’s position:** .....

**Date:** .....

**\* Please note that more copies application form can be downloaded from the Housing Diversity Network Website.**



## GROUP MENTORING GUIDELINES

The following guidelines should be read, understood and followed by mentors and mentees:

- the roles of mentor and mentees should be agreed at the outset of the programme
- confidentiality should be respected at all times
- mentors and mentees should be open and honest with each other at all times
- the mentor and mentee should respect each other's time and other responsibilities, ensuring that they do not impose beyond what is reasonable
- the mentor's role is to challenge and support the mentee
- the mentor's role is to respond to the mentee's developmental needs
- the role of the mentor is not the same as the mentee's line manager
- the mentor should not act on behalf of the mentee
- the mentor should provide constructive feedback to the mentee, while the mentee should tackle areas for personal development
- both parties should take equal responsibility for progress
- where possible, depending on both parties geographical location, the length of meetings should be mutually agreed, along with means of contact between meetings for minor issues
- mentors and mentees should be comfortable with the location of meetings giving due regard for safety, security, mutual well being and travel arrangements
- the relationship should last for six months

- frequency of meetings will be once a month for six months
- attendance at every group mentoring meeting is necessary for the smooth running of the programme
- mentor and mentee should share responsibility for the smooth winding down of the relationship
- either party may terminate the relationship after discussing the matter with one another first to ensure understanding of the conclusion
- any unresolved problems between the mentor and the mentee should be referred to the regional COFEM co-ordinator



## COFEM GROUP MENTORING CONTRACT

I..... (mentee) agree:

To adhere to the group mentoring guidelines in working with my mentoring group.

To commit myself to attending all the mentoring meetings agreed for the duration of the mentoring programme.

That all discussions will be totally confidential and will not be discussed outside the group, except by mutual agreement.

The process will operate within a framework of equality and diversity and any unacceptable behaviour should be challenged and managed.

All levels of contact will be agreed and any unwanted intrusion will be discussed.

Any difficulties within the mentoring group will be discussed initially by the mentor and the mentee. If the problem cannot be resolved, the matter should be discussed with the regional COFEM co-ordinator.

Two missed sessions in the group mentoring programme will result in my place being withdrawn. I will attend an exit interview if I leave the scheme prior to the end of the programme.

date: .....

signature: .....



## OUTLINE MENTORING PROGRAMME

### Mentoring Group Programme Agenda – Session One

- discuss group guidelines for all sessions - what they really mean
- agree confidentiality
- discuss expectations
- set timetable & meeting dates for next six months
- mentee experiences to date
- agree what both parties hope to get out of process
- set action plan to work towards
- confirm and sign mentor contract
- if mentee misses two sessions they will be asked to leave the programme

Using the meeting agenda, note the outcomes of the discussion and your future plans.

#### Outcomes

1
2
3
4
5
future action:

Length of meeting:

Date

## Mentoring Group Programme Agenda – Session Two

- outcome of last meeting
- question/comments that have arisen between sessions
- manager or leader - is this for you?
- management styles
- recruitment - what are they really looking for?
- meeting selection criteria - applications, tests, interviews
- developing interpersonal competencies - emotional intelligence
- identifying and seizing opportunities for development/ promotion

Length of meeting:

Date

Using the meeting agenda, note the outcomes of the discussion and your future plans.

### Outcomes

1
2
3
4
5
future action:

## Mentoring Group Programme Agenda – Session Three

- outcome of last meeting
- discrimination, group's experiences, coping tactics, challenging and learning for the future
- the way forward for the sector
- review development needs
- review action plan
- set long term goals
- agree needs of future assistance
- career development/training options
- review programme as you are at half way stage.

Using the meeting agenda, note the outcomes of the discussion and your future plans.

### Outcomes

1
2
3
4
5
future action:

Length of meeting:

Date

## Mentoring Group Programme Agenda – Session Four

- outcome of last meeting
- review action plan and assess progress
- developing networking opportunities
- organisational policies
- barriers to career progression including: racism/sexism/ageism/ homophobia/single parent etc
- self awareness
- outside training

Using the meeting agenda, note the outcomes of the discussion and your future plans.

### Outcomes

1
2
3
4
5
future action:

Length of meeting:

Date

## Mentoring Group Programme Agenda – Session Five

- outcome of last meeting
- next set of goals for mentee
- mentee's 12 month goals
- confidence/assertiveness
- group exercise- role play on difficult situations at work
- dealing with conflict
- moving on – thinking of mentees next steps
- review action plan

Using the meeting agenda, note the outcomes of the discussion and your future plans.

### Outcomes

1
2
3
4
5
future action:

Length of meeting:

Date

## Mentoring Group Programme Agenda – Session Six

- outcome of last meeting
- again touch on mentees future goals and plans
- discussion on what mentees have gained from the COFEM programme
- discuss a 'letting go ' process
- moving on - your next steps
- review action plan
- mentees complete evaluation form
- mentees given info on how Housing Diversity Network can assist them in future.

Using the meeting agenda, note the outcomes of the discussion and your future plans.

### Outcomes

1
2
3
4
5
future action:

Length of meeting:

Date



## CONTACT DETAILS

### **Housing Diversity Network**

90 New North Rd  
Huddersfield  
HD1 5NE

Tel: 01484 428666  
[www.housingdiversitynetwork.co.uk](http://www.housingdiversitynetwork.co.uk)

### **South Region**

Tessa Flament COFEM Co-ordinator (South)  
National Housing Federation  
Lion Court  
25 Procter Street  
London  
WC1V 6NY

Hours of availability: Tuesday and Wednesday (normal office hours), Thursday (up to 1pm)

E-mail: [tessa@housingdiversitynetwork.co.uk](mailto:tessa@housingdiversitynetwork.co.uk)  
Tel: 0207 067 1183  
Mob: 07946 259235

### **North Region**

Eugene Pinnock COFEM Co-ordinator (North)  
Housing Diversity Network  
90 New North Road  
Huddersfield  
HD1 5NE

Hours of availability: Tuesday and Wednesday (normal office hours), Thursday (up to 1pm)

E-mail: [eugene@housingdiversitynetwork.co.uk](mailto:eugene@housingdiversitynetwork.co.uk)  
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