



**Chartered Institution of
CIVIL ENGINEERING SURVEYORS**



**APPROVED DEVELOPMENT SCHEMES:
SUPERVISORS, MENTORS AND
ADMINISTRATORS**

**There are three positions of responsibility within an ICES
Approved Development Scheme:**

Mentor

Supervisor

Administrator

They are all equally important



The Mentor

'A combination of a trusted colleague and a critical friend'

What is Mentoring in a business sense?

'A one to one, non-judgemental relationship in which a more experienced individual gives time to support and encourage a less experienced colleague in making significant transitions in knowledge and thinking'

What are the characteristics of a good Mentor?

A willingness to help

Having time, energy and current knowledge.

Having a positive learning attitude and enthusiasm

Being open, focussed and able to inspire confidence

Having patience and the ability to listen

Having honesty and the ability to criticise firmly, if required

Deserving of respect

What's in it for the Mentor

Practice and develop management skills

Career development

A challenge

Share knowledge with others

Broaden and deepen knowledge base

Satisfaction in supporting and seeing others succeed

CPD

Returning something to the profession and industry

What are the main duties of the Mentor? (1)

To encourage potential members (at any grade) to make an application at the appropriate level

To offer advice on eligibility and on the process of becoming a Technical Member or Member

To agree to take the Mentor role for specific trainees who have signed up for the scheme.

To contact each trainee or applicant informally but on a regular basis during the whole period of the scheme

What are the main duties of the Mentor (2)

To offer advice in terms of gaining knowledge or suitable experience to the individual trainee or applicant to help them to meet the requirements being set by the supervisor and the competencies.

To encourage trainees and applicants to persist with their applications and to help them to overcome any obstacles.

Attendance, if possible, at the ICES Approved Development Scheme regional surgeries

And what else?

The Mentor may take on a broader role of ensuring that the scheme is working efficiently

The Mentor may delegate the role to a number of other individuals in larger organisations.

What's in it for the Mentee?

A learning opportunity

Improved self-confidence

Development of business and professional expertise

Broadening of commercial / technical knowledge and skill coaching

A challenge

Support and re-assurance

The care and attention of the company

What can go wrong?

Deciding the level of contact

Mismatch of temperament or personality

The Mentor believes the Mentee is incompetent, misguided or stupid

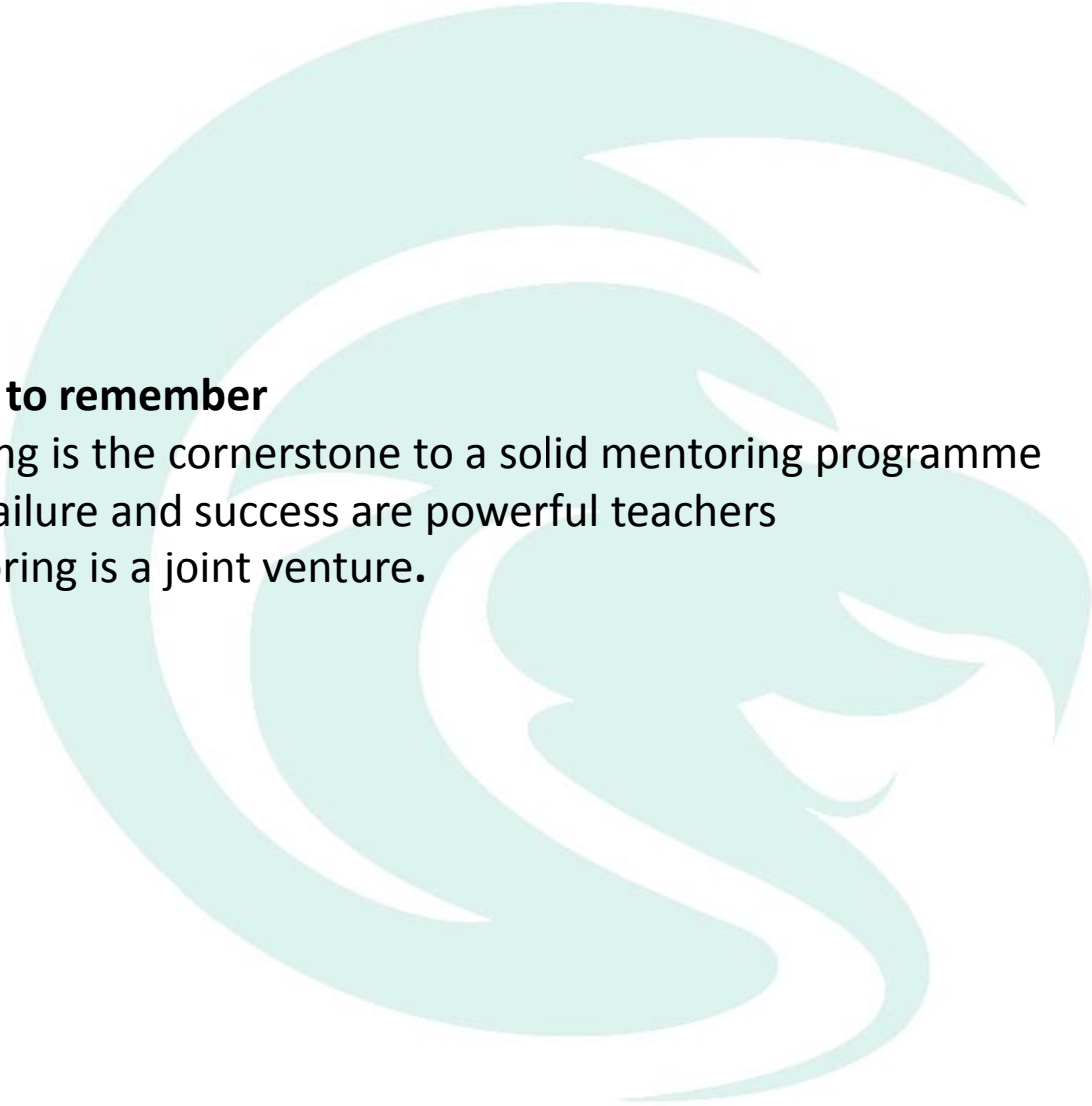
Confidentiality failure

Mentee feels the quality of mentoring is poor

Mentee feels that the Mentor is dictatorial or harassing

Mentor gets too close / or does the work

Differences between Mentor and line manager / supervisor

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Points to remember

Learning is the cornerstone to a solid mentoring programme

Both failure and success are powerful teachers

Mentoring is a joint venture.

The Supervisor

The Supervisor's role is to interpret the competencies and to assess the trainees against them. The Supervisor may have overall responsibility for the scheme of this may be shared with the Mentor

What are the characteristics of a good Supervisor? (1)

Having the ability to drive the trainees forward towards the completion of both the knowledge and experience elements of the competencies.

Being able to encourage and enthuse the trainees to make progress between each and every quarterly review meeting

Having the ability to explain the competency requirements very clearly so that the trainees knows exactly what has to be done.

What are the characteristics of a good Supervisor? (2)

Being able to take a firm line where necessary to ensure that every competency and activity has been met in full up to the standard expected by ICES.

Persistence: retaining focus and enthusiasm to ensure that the trainee goes the distance to getting the whole suite of competencies signed off.

Creativity: thinking of new challenging / interesting tasks for trainees to undertake in order to demonstrate higher levels of knowledge and understanding at future meetings.

What's in it for the Supervisor?

The opportunity to think through in detail the levels of knowledge, understanding and experience needed by their staff in order to work at a professional standard.

Regular meetings to discuss progress in an atmosphere which might be more informal than the annual appraisal or PDR.

CPD

A challenge

Broaden and deepen knowledge base

What are the main duties of the Supervisor? (1)

To understand fully the requirements of the competencies and the optimum standards expected for the relevant grade of membership

To hold detailed discussions with the applicant on each competency and activity and to ascertain the applicant's view on the optimum standard achieved.

The Supervisor should not sign off any activity unless it is absolutely clear that the standard has been achieved.

What are the main duties of the Supervisor? (2)

Taking a decision on whether an applicant has achieved a standard may be done in a number (or combination) of ways:

In an Approved Development Scheme trainee by a series of quarterly reviews over an extended period (usually 3 years) during which a series of exercises and observations will have been made and CPD / training activities undertaken

On the basis of a detailed and longstanding knowledge of the work of the applicant (usually a mature applicant)

On the basis of very detailed discussions with the applicant in which a combination of evidence, prior knowledge and answers to a wide range of questions will have been provided by the applicant
Partly on the basis of partially signed-off competencies from a prior employer

In consultation with other managers and colleagues in the organisation who have a detailed understanding of the applicant's work and abilities

What are the main duties of the Supervisor? (3)

Taking a detailed and firm line on the signing of the competencies to ensure that any areas needing attention (in term of either knowledge or experience) are addressed thoroughly before being signed off

The Supervisor should give feedback on decisions not to sign off a specific activity and to discuss ways in which the shortfall could be addressed.

The Supervisor needs to bear in mind that signing off activities when there is any doubt as to whether the optimum standard has been achieved could result in the applicant getting in to difficulty at the member review interview

Remembering to take a supportive role to balance the role of an assessor

Attendance, if possible at the ICES Approved Development Scheme regional surgeries

What can go wrong?

The Supervisor does not make the time to hold regular quarterly interviews.

The Supervisor does not or cannot provide the range of experience for the trainee that is necessary to fulfil the experience elements of the optimum standards

The Supervisor is too relaxed about signing off the competencies because the trainee or more experienced applicant performs well overall in their work.

The trainee or applicant does not feel fully able to discuss and negotiate the standard to which the activities are being signed off

Frequent changes of supervisor causes disruption to the process

The Administrator

The Administrator is the ‘anchor’ of the ICES Approved Development Scheme, the person who retains the records and tracks the development of every trainee.

What's in it for the Administrator?

Well, it's usually already part of the Administrator's job in HR / Training so it helps to give form to something they were already doing.

What are the characteristics of a good Administrator?

Someone who understands the important of training and development, either through their normal job role or as an extension to their usual work.

Someone who has access to the HR records of staff including personnel files and annual appraisal / PDR documentation.

Having good general administration skills (with a small 'a')

Having a good knowledge of ICES and the competency and membership requirements

What are the main duties of the Administrator? (1)

To act as the administrative point of contact between ICES and the company (e.g. dealing with requests for progress statistics)
NB the Supervisor can sometimes be the point of contact for issues around assessment and the signing off of the competencies.

To provide ICES with full details of who is registered on the company scheme, and to provide updates each time someone joins or leaves the scheme (e.g. moves to a different function or company)

Retains a copy of the company scheme and a copy of the acceptance letter and certificates supplied.

What are the main duties of the Administrator? (2)

Ensures that the ICES Approved Development Scheme certificates are displayed any other quality or training awards
Keeps track of all trainees on the scheme and keeps a diary or the quarterly review meetings, ensuring that they take place as planned

Keeping a record (centrally / individual personnel files) of all meetings including a synopsis of each discussion, any other goals or pieces of work set for discussion at future meetings (may be using the ICES template)

What are the main duties of the Administrator? (3)

Ensuring that information regarding ICES and the scheme is circulated to all trainees, as well as to Supervisors (and delegated Supervisors) and Mentors (and delegated Mentors)

Plays a part in the organisation and delivery of internal training and development events for trainees on the scheme. These would typically include a range of inputs , which could include technical and behavioural skills and information about the scheme itself.

Liaise with the ICES Professional Development Co-ordinator regarding the payment of fees for the trainees (as ICES Affiliates and Graduate Members)

Attendance if possible at the ICES Approved Development Scheme FORUM

What can go wrong?

The administrator does not push the process forward or keep sufficient control to ensure that review meetings take place as scheduled.

The administrator does not keep detailed central records of meetings and progress with the signing off of the competencies. The supervisor(s) are allowed to keep all records themselves without storing them in a central file.

