



The Chartered Institution of Wastes Management

The Structured Learning & Development Scheme

For Graduates

Appendix 2 – A Guide for Mentors

1. Introduction

The Chartered Institution of Wastes Management's Structured Learning and Development scheme is designed to assist new graduates / Licentiate members to acquire the skills required to develop a career within the waste management industry. It will help newly qualified graduates to develop judgement, critical abilities and apply the academic principles of their base education. The scheme provides a range of education, training, personal development and relevant experience that leads to the development of a fully competent professional waste manager. The main purpose of the scheme is to assist newly qualified graduates to extend the knowledge they have acquired during their academic studies so as to apply their understanding of theory and principles to the solving of real problems. Structured Learning and Development will develop a graduate's judgement and critical abilities so that they will be able to undertake any project with full regard to all of the technical, engineering, management, financial, environmental and social factors of relevance. This programme will also prepare graduates/ Licentiates for full professional membership of the Institution by helping them gain the necessary experience and preparing them for their professional interview. This scheme places a considerable reliance on the use of a Mentor, and this guide is intended for those members of the Institution, and others, who will be acting as Mentors. It explains the key roles, skills and responsibilities of the Mentor within the Scheme and will form part of the induction pack which is sent out to Graduate or Licentiate Members when they register on the scheme. For a full explanation of the scheme please refer to the General Guidance Notes which are sent to Graduate / Licentiate members.

2. What is a Mentor?

A Mentor is a more experienced individual who is willing to share their knowledge with, challenge and motivate someone less experienced, in a relationship of mutual trust. They will normally be in a senior position, but not necessarily the direct line manager of the Graduate/Licentiate Member. They will act as a guide to a younger less experienced person on issues of self and professional development and act as an advisor. A Mentor makes use of the skills which every manager should have in developing the talent of others. Mentors are key figures in the Scheme and an acknowledgment that senior members of the Institution have experience and expertise from which others can benefit.

A Mentor should:-

- normally be a full Member or Fellow of the Institution
- have worked in the waste management industry for a minimum of five years
- be willing to share their knowledge and experience with someone less experienced
- preferably work in a senior position in the organisation that employs the person
- be approved by the Institution

Normally the Graduate or Licentiate Member will ask you to be their Mentor but in some cases where it is difficult for graduates to identify a Mentor you could be recommended as a potential Mentor. If you are willing to be a Mentor you should register with the Institution's headquarters that will hold your name on a database. Names of potential Mentors will only be given out if consent has been given. The Institution will provide short seminars to help you in your role.

3. Why be a Mentor?

Mentoring contributes to the professional development and success of new members of the Institution. It also enables the mentor to make use of key managerial skills in a focused and practical way that in itself contributes to the ongoing development of the Mentor and their own Continuing Professional Development.

4. The Role and Responsibilities of the Mentor

A mentor has the following key responsibilities:

- to guide Graduate/Licentiate members towards becoming professional waste managers
- to offer guidance on technical and professional matters
- to ensure that graduates understand the aims and objectives of the Development scheme and the value of obtaining professional qualifications
- to recommend the type and content of development required and to set achievable goals and deadlines
- to maintain regular contact in order to monitor and evaluate progress in relation to the identified development programme
- to ensure that graduates keep an appropriate development log
- to offer advice on career development
- to encourage and provide opportunities for graduates to attend CIWM Centre and NGG meetings. (Mentors should try to accompany the graduates they are mentoring to Centre meetings and introduce them to other members).
- to encourage the graduate's line manager (if they are not the Mentor) to provide adequate development time and opportunities to attend CIWM Centre and NGG events.
- to ensure the Graduate or Licentiate Member understands the Institution's Code of Professional Conduct and its implications for the achievement of a successful career in waste management.
- to prepare the Graduate or Licentiate Member for full professional membership of the CIWM and to specifically give advice on the professional interview.
- to help if the Graduate or Licentiate Member needs assistance in undertaking or completing their structured development programme.

5. Content of Structured Learning and Development

The Mentor should seek to develop the skills of their graduates by advising them on the following key areas:-

i) Off the job training /development

This could include:-

- attendance at relevant training courses, conferences and seminars organised by a range of training providers or professional bodies.
- reading of technical journals and the national press.
- attendance at CIWM Centre meetings, including NGG visits and activities (see Section 6).
- post graduate training including work placements (details of a range of relevant postgraduate courses are available from CIWM Headquarters).

The actual choice of subjects and activities will be dependent upon the graduate's qualifications and work responsibilities and the Mentor should guide graduates on the exact nature of their structured training programme. The aim should be to select activities which:

- develop the graduate's academic skills
- relate to work responsibilities
- extend their knowledge of waste management beyond their own expertise

ii) Work based training and development

This could include:-

- application of theory to practical solutions
- learning by 'participating' not just 'watching'
- understanding of the structure of their organisation
- development of a critical and analytical ability
- development of verbal and written communication skills

You should encourage graduates to be involved in as many different components of their organisation's work as possible.

iii) Production of Development Log

Graduates should keep a written record of their development and experience in the form of a development log which will:-

- provide a permanent record of the learning and development they have undertaken
- provide a means of assessing their progress and achievements
- encourage the development of written skills
- give the opportunity to put their feelings and ideas about their work and development on record
- form the basis of discussion and comment for meetings with Mentors
- provide written evidence in support of their application for professional membership of the Institution The Mentor should discuss and verify the development log at regular intervals. The graduate will be required to send their log to CIWM Headquarters at the end of each full year that they take part in SLD. The Mentor should ensure that the log is satisfactorily completed and accurate and they should then sign to confirm this in the space provided in the log. The development log should not be just a diary

of events but should include constructive comments on the experience gained and the training attended. The Mentor should encourage graduates to write clearly presented reports on the development they have completed.

6. Key Topics for learning and development

The key topics that development should cover are explained in more detail in the General Guidance Notes for the scheme but training should be based around the following areas:-

Group 1 - The Waste Management System

Group 2 - Waste Management Technology, Engineering and Operation

Group 3 - Management and Administration

Group 4 - Related Wastes Management Subjects

The General Guidance Notes also give suggestions for the minimum number of development days required for each of these topics.

7. Managing the Mentoring Relationship

The first/early meetings will set the tone of the mentoring relationship. The agenda for first meetings may include:-

- a brief description of the Mentor's own background, career path, current job and history of study and learning.
- discussion of the parameters of the relationship via a brief discussion of responsibilities and objectives.
- discussion of study aspirations: you should try to confirm the student's understanding of the aims and objectives of the scheme and ensure that they are aware of all the requirements. Reinforcing the value of gaining professional qualifications for successful career progression should form part of this discussion.
- assisting the student in setting up their development Log.
- scheduling of the next meeting and arrangements for regular contact during the training scheme. It is recommended that you schedule a timetable of meetings. The number of meetings scheduled and the frequency will depend on the needs of both parties and you should try to ensure that any commitments can be kept without interfering with day to day duties. It is recommended that you meet with the graduate every three months, during the first year, and then at six monthly intervals.
- meetings should be confidential, held in private, should allow time and be in an atmosphere that encourages focused one-to-one discussion.
- meetings should end on a positive note with a number of action points that will be discussed and reviewed at the next meeting.

These are guidelines which the Mentor should discuss with the graduate to create a context for the Mentoring Relationship. This relationship should acknowledge the needs of the Mentor, the Graduate/Licentiate Member and the Institution. The final meeting should focus on the final stages of the SLD process – applying for full professional membership and preparing for the Professional Interview.

8. Transferring to the Class of Member (Chartered Waste Manager) - The Professional Interview

As a result of undertaking the Institution's Structured Learning and Development Scheme, Graduate/Licentiate Members will have acquired the skills and experience which will enable them to:

- develop and prove their technical knowledge/ skills, including the exercising of independent judgement requiring both practical experience and the application of theoretical principles;
- attain an understanding of the role of the professional waste manager;
- acquire an understanding of the industry beyond their own area of expertise.

This should include financial, commercial, statutory, safety and environmental considerations. At the end of their SLD programme (normally a minimum of four years) Graduate or Licentiate members will be expected to progress to the class of full Member of the Institution. The Mentor has a crucial role in helping graduates through this process. The Mentor should assist graduates with the completion of their application form and ensure that it includes all the relevant information required and then sign the form as one of the candidate's sponsors (see General Guidance Notes - Section 8). The Mentor will then also be requested to provide a professional reference for the candidate. It is recommended that Mentors should have had experience of being a member of an interview panel for the Institution's professional interviews. This will enable them to prepare candidates for their professional review and interview. Full guidance notes for both Interviewees and Interviewers are available. If you are interested in becoming a member of the interview panel please contact the Membership Services Manager at CIWM.