

# MENTORSHIP PROGRAMME

Programme Framework - 6 November 2020

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# BACKGROUND AND PURPOSE

Contextualizing the CISA Mentorship Programme

# Background and Objectives

## CISA Objectives

To establish, maintain and promote principles, standards and guidelines for Compliance and Compliance Officers.

To encourage and facilitate forums for member networking and the exchange of information and ideas.

## Youth Committee Objectives

Increased Youth Involvement

CISA Student Chapter

Compliance Officer Development

**Mentorship**

## Mentorship Programme

Rich learning and development for both mentees and mentors.

Organisational learning about the current and future needs of CISA stakeholders (youth).

- Pilot Programme launched November 2019
- Feedback and Needs identified:
  - ✓ Career change into compliance
  - ✓ Practical advice on work challenges
  - ✓ Reaching full potential
  - ✓ Well-rounded compliance professional

# SCOPE AND CRITERIA

Programme Framework and Eligibility Criteria

# Scope and Criteria

CISA MEMBERSHIP	MENTEE	APPLICABLE MENTOR	DURATION	EVALUATION
NON-MEMBERS	Student / Unemployed	Youth Comm Member	3 months	Every 1 month
MEMBERS	Student / Unemployed	Youth Comm Member	3 months	Every 1 month
	Entry-Level Professional (1-3 years' experience)	6+ years Compliance experience highly recommended CPrac/CProff	6 months	Every 3 months
	Mid-Level Professional (3-5 years' experience)	9+ years Compliance experience highly recommended CPrac/CProff	6 months	Every 3 months

- **Guiding Principles:**

- ✓ Application by Mentors /Mentees
- ✓ CISA will conduct matching exercise but allow for choice in some instances
- ✓ GROW Model to be used to document Mentee Development Plan/Assessments
- ✓ By mutual agreement, duration can be extended
- ✓ Frequency and mode of engagement by mutual agreement

# GROW MODEL

Model underpinning the CISA approach

# The GROW Model



**G**

Goals

Mine for Topic,  
Objective(s)



**R**

Reality

Invite self-  
assessment  
Check  
assumptions



**O**

Options

Invite  
suggestions  
Create  
choices



**W**

Will (or Way  
Forward)

Commit to  
action  
Identify barriers

(Whitmore, 2002)

**G** – Goal setting for the session as well as for the short and long term

**R** – Reality checking to explore the current situation

**O** – Options and alternative strategies, or course of actions

**W** – What is to be done, when and by whom and the will to do it



<b>Peter Smith</b>	<b>Coaching programme</b>
Objective	To work as an integrated team player
Standard targets	<ul style="list-style-type: none"><li>• Communicate with other team members</li><li>• Propose ideas</li><li>• Share the workload</li><li>• Offer help to colleagues without having to be asked</li></ul>
Assessment	Informal monthly reviews for the next three months
Evaluation	After three months

Traditionally, feedback has involved the protégé completing a questionnaire. However, feedback can also be obtained through formal or informal discussions between the protégé and his or her mentor or coach. The results of the programme should be recorded in a written report, along with a set of recommendations and protégé feedback.

## Example of Development Plan

# CODE OF CONDUCT

Expectations on Mentors and Mentees

# Code of Conduct

- Establish and commit to the modes of communication to be used (email/mobile phone or landline/text messaging/Skype/teleconferencing/face-to-face sessions)
- Establish and commit to the permitted times for these communications
- Establish and commit to the date, time, length and frequency of sessions
- Establish and commit to a suitable location for the scheduled sessions
- Respect the time and resources of both the mentor and mentee
- Agree on clear, appropriate and culturally sensitive boundaries to govern all interactions, physical or otherwise
- Avoid any inappropriate interactions and unsuitable conduct towards each other, soliciting funds or financial support, or disrespecting personal and professional boundaries
- Create a safe space for all communications and conduct
- Treat all information gathered in the process of the mentorship relationship as strictly confidential

## **Coach**

- A toolkit
  - Intelligent Listener
  - Positive intent
  - Genuine curiosity
  - Questions
  - Silence
  - Imagination
- A flexible framework
- Confidentiality

## **Coachee**

- Desire to change
- Options and choices
- Awareness of why you are here
- Responsibility for self
- Commitment
- Honesty

# QUESTIONS/COMMENTS

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