

District Heating Divas Heat Exchanger 2021: Guide to the Heat Networks Mentoring Agreement

Agreement drafted February 2021

By Heat Exchanger Mentoring 2021 working group: Tina Buchanan, Mert Chavushoglu, Shivali Mathur, Marissa Granath, Tom Naughton, Soulla Paphitis and Ruth Rule volunteering on behalf of the District Heating Divas and independently of their place of work.

The Heat Networks Mentoring Agreement

The purpose of a mentoring agreement

The mentoring agreement aims to set out clear definitions and expectations from both the mentor and mentee prior to any mentoring sessions taking place so that both parties are aware of their individual responsibilities, in order to foster an effective mentoring relationship. It also sets out how your data will be used.

How to use this agreement

Each mentor / mentee pair matched as part of the District Heating Diva's Heat Exchanger Mentoring 2021 will be expected to complete and both sign a mentoring agreement. The mentor and mentee will each keep a copy of this. It does not need to be returned to the Heat Exchanger working group. The mentoring agreement is a template with key elements to be agreed at the outset of the pairing, but additional elements could be added by the pair.

The mentoring agreement must be agreed at the outset of the mentoring arrangement, but it may, if necessary, be renegotiated by the mentor and mentee during the course of the mentoring relationship.

Mentoring

Mentoring works well when participants are:

- Giving with their industry and professional knowledge and experience.
- Open and willing to consider change where this is necessary to aid development.
- Open to new ways of learning and working which might challenge your thoughts and ideas
- Honest with themselves and their mentor/mentee, particularly if they do not feel that something is working in the arrangement.
- Ready to commit to professional development by the giving and receiving of honest feedback.
- Recognising the investment being made in professional and personal development.
- Accepting that commitment must first come before they can reap the benefits.

Role of heat network mentor

- Be focused on the mentee's best interests, which include the aims and objectives outlined in this agreement.
- Support and encourage the mentee to develop to their full potential.
- Allow the mentee to develop their own approaches and questions and seek feedback (i.e. *'don't just tell them what to do'*).
- Share industry knowledge and experience.
- Be open, objective and non-judgemental, enabling the mentee to work towards their own aims and objectives.
- Ask questions to help progress the mentees professional development.

Role of heat network mentee

- Analyse your own strengths and weaknesses.
- Set and review clear aims and objectives for the mentoring arrangement.
- Prepare for mentoring conversations, activities and discussions by formulating questions, ideas, topics, approaches etc. looking at these from as many angles as possible.
- Develop your own thinking and suggested approaches and questions (i.e. *'don't expect your mentor just to tell you what to do'*)
- Invite feedback and listen with an open mind.
- Invite your mentor to share their ideas and experiences and seek to understand the reasons or process behind this.

Mentoring activities

It is envisaged that the mentor mentee relationship will largely consist of regular meetings (every 1-2 months) face to face, by phone or conference call as agreed by the pair. The discussion at these meetings will be shaped by the pair and may take either a soft skills personal development route or tackle specific heat network sector issues.

In addition to regular meetings a mentor-mentee pair may also choose to undertake some of the activities below, but this is entirely at their own discretion and there is no obligation on either party to offer or take part in these:

- Introductions to contacts or networks.
- Sharing resources: reports, articles etc.
- Joint attendance to events, seminars and conferences.

Disclaimer

The mentoring arrangement is an agreement between the individual mentor and mentee. The District Heating Divas and the Heat Exchanger Mentoring 2021 working group are purely acting as facilitators to matching pairs and providing limited tips on mentoring. As such they have no liability arising from mentoring activities.

Further information

The Heat Exchanger Mentoring 2021 working group are volunteers working on behalf of the District Heating Divas and are acting independently of their place of employment.

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For further information on the District Heating Divas visit the LinkedIn page:

<https://www.linkedin.com/groups/13780323/>

And in February at heatexchangermentor.net. Thank you to FairHeat who have sponsored The Heat Exchanger Mentoring 2021 allowing us to have an online presence.

District Heating Divas Heat Exchanger 2021 Mentoring Agreement

We (the mentor and mentee named below)) both enter this mentoring arrangement voluntarily, aiming for it to be a rewarding experience, spending most of our time discussing developmental activities. We agree that:

- Status of this Agreement:** This mentoring arrangement is an agreement between the mentor and mentee named below. Other than paragraph 11 (Confidentiality and non-disclosure), which for the avoidance of doubt is binding on the mentor and mentee, it is not intended to be legally binding and no legal obligations or legal rights shall arise between the mentor or the mentee, however the mentor and the mentee enter into this agreement intending to honour all their obligations.
- Length of mentoring arrangements:** subject to paragraph 3, the mentoring relationship will last until 31st November 2021 .
- Ending the agreement:** this agreement will end on 31st November 2021 unless ended earlier either by mutual consent or by either party individually if circumstances change (e.g. time availability, employer, geographic changes) or if the mentor/mentee partnership is no longer considered productive by either side. When the agreement is ended, this should be communicated to the District Heating Divas Heat Exchanger Mentoring 2021 working group heat network mentoring administrator.
- Meeting regularity:** we will meet at least once every [x] weeks/months (meeting frequency of between 1-2 months is recommended). Unless agreed at the outset, at the end of each meeting we will agree a date for the next meeting.
- Meeting duration:** each meeting will last a minimum of [x] minutes and a maximum of [x] minutes.
- Meeting venue and location:** unless a single mutually acceptable location can be agreed for all locations, or meetings will be conducted remotely, then we will take it in turns to arrange suitable locations for the mentoring sessions, taking into account the aims and objectives of this agreement and requirements for privacy, access and national regulations for COVID-19.
- Cancellation of sessions:** meeting times, once agreed, should not be cancelled unless this is unavoidable. Where cancellation is unavoidable, we will provide as much notice as possible to each other and try to reschedule.
- Contact:** in between meetings, other than to arrange mentoring meeting logistics, we will contact each other by telephone/email no more than [once every [x] weeks/days]. Specify here any topics not to be discussed outside of mentoring meetings (delete/add as appropriate):
 - Follow up from topics discussed in mentoring meetings
 - Career advice
 - Soft skills
 - Heat network specific questions
 - Other, please specify: _____.

9. **Aims & Objectives:** the specific aims of this mentoring partnership are to develop professional knowledge and understanding in the following areas.

- _____
- _____
- _____

If it is not possible to agree these prior to the first mentoring session this can be completed in the first session. These objectives may change or be reprioritised over time, but this should be reflected in this agreement so that both parties are clear on the aims throughout and can therefore get the most out of the sessions.

10. **Roles:** we agree that the roles of the mentor and mentee are as defined in the document entitled "District Heating Divas Heat Exchanger 2021: Guide to the Heat Networks Mentoring Agreement".

11. **Confidentiality and non-disclosure:** we agree to keep this Agreement and the content thereof and the content of the mentoring meetings confidential, unless we mutually agree to share any content with colleagues, contacts or other heat network mentors/mentees. Any commercially sensitive topics to be avoided in discussions are listed below:

- _____
- _____
- _____

12. **Spirit of honesty and openness:** the mentor agrees to be honest and provide constructive feedback to the mentee. The mentee agrees to be open to the feedback.

13. **Evaluation:** an essential part of the Heat Exchanger Mentoring 2021 is understanding the experience of participants to inform a decision about the future of the scheme. Mentors and mentees will be asked to provide feedback to the working group, likely in a light touch way such as short surveys which you agree to complete. In addition, the mentor is asked to record how many hours of mentoring were provided through your pairing and provide such information to the Heat Exchanger Mentoring 2021 working group on request.

14. **Extras:** [*Please add here anything else you want to see in the agreement or delete this point.*]

District Heating Divas and the Heat Exchanger Mentoring 2021 working group: we acknowledge that the Heat Exchanger Mentoring 2021 working group are volunteers working on behalf of the District Heating Divas and are acting independently of their place of employment. The District Heating Divas and the Heat Exchanger Mentoring 2021 working group are acting as voluntary facilitators to matching pairs and providing limited tips on mentoring only. We acknowledge and agree that the District Heating Divas and the Heat Exchanger Mentoring 2021 working group have no liability whatsoever arising from this agreement, the facilitation of the scheme or any of the mentoring activities and no legal obligations on the District Heating Divas or the Heat Exchanger Mentoring 2021 working group shall arise under this Agreement.

Date:.....

Mentor Name:.....

Mentor Signature:.....

Mentee Name:.....

Mentee Signature:.....

After signing: When this agreement is completed and signed the mentor and mentee each keep a copy. This agreement does not need to be returned to the Heat Exchanger working group.