



# ITU MENTORSHIP PROGRAMME

Version - January 2020

*Joint Programme of ITU Development & ITU Women's Committee*



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## ITU WOMEN AND DEVELOPMENT MENTOR PROGRAMME 2020-2021

### STRUCUTRE

This ITU programme will comprise of 5 or 6 two and a half day mentor training courses – generally held from lunchtime on a Friday through to Sunday afternoon. The courses will be run in two phases – 3 in the May – June period of 2020 and 3 in the January - March period of 2021. Each course will be attended by maximum 20 participants. The first offering will have 5 places allocated to the Continental Mentor Leads (yet to be appointed) and 15 mentors. An outline of the 2 ½ day course is provided in Appendix 1.

At the end of the training course, each mentor will be assigned 2 or 3 mentees to engage monthly for a period of 9 months. Clear goals will be set at the outset and accomplishments will be measured as the 9 months elapse. Each Mentor will be expected to complete at least 2 mentee cycles.

It is proposed that the following inclusivity targets are applied to the composition of the Mentor / Mentee population:

Inclusivity Criteria	Mentor Target	Mentee Target
Discipline (Coach, TO, Governance)	Minimum 25% each	Minimum 25% each
Gender Balance	Minimum 33% Female	Minimum 66% Female
Developing Countries (NF Group 1, 2, 3)	Minimum 33%	Minimum 66%
Disability (or working with Para Athletes)	Minimum 10%	Minimum 10%

In order to ensure that each Continental Confederation participates in the first phase of the programme, the following composition is proposed:

#### Phase 1 – April - May 2020

Continents	Date	Venue TBC	Language
Europe and Africa + 5 CMLs	24-27 April		English
Americas	25-27 May		English & Spanish
Asia and Oceania	29-31 May		English

#### Phase 2 – January to February 2021

- Course 4: Europe and Africa
- Course 5: Asia and Oceania
- Course 6: Final catch up – all Continental Confederations. (if it is needed)



## CONTINENTAL CONFEDERATION ENGAGEMENT

ITU will incorporate the Mentor Programme into the contract with each Continental Confederation for the years 2020 and 2021. Although the mentor training will be complete by 2021, the mentor / mentee programmes will run until the end of 2022.

ITU has asked each Continental Confederation to provide one person to act as the Continental Mentor Lead (CML) – and administration role and a mentor champion role. This person may be an employee of the Continental Confederation, or be nominated by one of the National Federations. The CMLs must attend the first offering of the course in May 2020 and will receive an additional day of training on the fulfilment of their role immediately after the first course.

Continental Confederations are also asked to provide members to participate in the Continental Selection Panel. The selection panel will select mentor and mentee applicants for each continent based on the person specifications (see Appendix 2) and the inclusivity criteria set-out above. The Selection Panel should be comprised of representatives from each of the Governance, Coaching, Technical Official and Para disciplines from ITU and the Continental Confederation.

## ADMINISTRATION

Each Continental Federation will appoint a Continental Mentor Lead (CML) and members of the Selection Panel as mentioned above.

Calls for Mentor / Mentee applications will be made 3 months in advance of the course offering. Calls for mentors may be extended beyond the Continental Confederation where skills and language resource may be augmented. The deadline for applications will be 2 months before the course offering. The Selection Panel will make the selection for mentors and mentees 6 weeks before the course offering. Mentors / Mentees will be advised of their acceptance to the programme and travel arrangements will be made for the Mentors.

## SUPPORT TOOLS

The programme participants will be supported by the CML. The [ITU Education Hub](#) will be employed to complete on-line training in advance of the course, and to track goals, engagement and achievement in respect of each mentor / mentee relationship. Peer group communities will be established for mentors and for mentees to share best practice and to support each other with challenges that arise from time to time.

## FINANCING

ITU and the Continental Confederation will provide support for the travel and accommodation costs of Mentors.



## ITU MENTORSHIP PROGRAMME OVERVIEW AND TIMELINES

ITU MENTORSHIP PROGRAMME	ETU & ATU	PATCO	ASTC & OTU	Responsible	Actions   Notes	Timelines
Continental Mentor Lead (CML)						
Continental Mentoring Lead (CML) Application Process	3 to 24 February 2020			Continental Confederations	Continental Confederations to define the application/selection or appointment process based on the CML criteria defined by ITU (see appendix)	Monday 3 February 2020
Continental Mentoring Lead (CML) Application Deadline	Monday 24 February 2020			Continental Confederations	Continental Confederations to prepare a shortlist of candidates for selection	Tuesday 25 February 2020
Continental Mentoring Lead (CML) Selection	25 February – 6 March 2020			Continental Confederations	Continental Confederation to select the CML	Monday 6 March 2020
Continental Mentoring Lead (CML) - Announcement	7 March 2020			Continental Confederations / ITU	ITU/Continents to publish a news item and name the CMLs	Tuesday 7 March 2020
Mentor/Mentee Application & Selection						
Call for Mentor / Mentee applications (all continents)	3 February – 6 March 2020			Continental Confederations / ITU	ITU to create a form for mentees and mentors, and open application with online submission option on triathlon.org (see appendix for mentor and mentee application forms)	Wednesday 5 February 2020
Application deadline for Mentors / Mentees (all continents)	Friday 6 March 2020			Continental Confederations / ITU	ITU to create application summary for each continent	Monday 9 March 2020
Establish a Selection Panel for each continent				Continental Confederations / ITU	Each continent to assign a Selection Panel (4-5 persons maximum) with the inclusion of	Friday 6 March 2020

				CML, CC, ITU, ITU Women's Committee Rep, Programme Provider, who else?																
Selection of Mentors/Mentees (all continents)	9-16 March 2020		All parties	To select candidates for the ITU Mentoring Courses in 2020	Monday 16 March 2020															
Announcement of selected Mentors & Mentees (all continents)	17 March 2020		Continental Confederations & ITU	ITU to publish a news item ITU to publish selected mentors on triathlon.org	Tuesday 17 March 2020															
Inclusivity Criteria to be considered in the application/selection process																				
<table><tr><td>Inclusivity Criteria</td><td>Mentor Target</td><td>Mentee Target</td></tr><tr><td>Discipline (Coach, TO, Governance)</td><td>Minimum 25% each</td><td>Minimum 25% each</td></tr><tr><td>Gender Balance</td><td>Minimum 33% Female</td><td>Minimum 66% Female</td></tr><tr><td>Developing Countries (NF Group 1, 2, 3)</td><td>Minimum 33%</td><td>Minimum 66%</td></tr><tr><td>Disability (or working with Para Athletes)</td><td>Minimum10%</td><td>Minimum 10%</td></tr></table>						Inclusivity Criteria	Mentor Target	Mentee Target	Discipline (Coach, TO, Governance)	Minimum 25% each	Minimum 25% each	Gender Balance	Minimum 33% Female	Minimum 66% Female	Developing Countries (NF Group 1, 2, 3)	Minimum 33%	Minimum 66%	Disability (or working with Para Athletes)	Minimum10%	Minimum 10%
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ITU MENTORSHIP PROGRAMME	ETU & ATU	PATCO	ASTC & OTU	Responsible	Actions   Notes	Timelines														
ITU Mentoring Courses 2020																				
ITU Mentoring Course Date	24-26 April	15-17 May	29-31 May	All parties	To be confirmed with all parties (Continents, ITU, Programme Provider)	Friday 31 January 2020														
ITU Mentoring Course Venue	TBC (Budapest?)	TBC (Mexico City?)	TBC (Singapore, Hong Kong, Korea?)	Continental Confederations	To be confirmed by Continental Confederations by 17 <sup>th</sup> February 2020	Monday 17 February 2020														
Facilitators	Norman Brook and Penny Crisfield	Penny Crisfield and Alison Carney	Norman Brook and Alison Carney	ITU & Programme Provider	Progarmme Provider to define the facilitators for each course	Completed														



<b>ITU Mentoring Course Language</b>	English*	English & Spanish**	English*	Programme Provider	* French speaking candidates will be trained in January-February 2021 ** A Spanish speaking facilitator has been assigned to the course in America,	Completed
<b>Continental Mentoring Lead (CML) training (including the ITU Mentoring Course)</b>	24-27 April 2020			All parties	The CML specific education will be on Sunday afternoon (26 April) and Monday morning (27 April)	
<b>ITU Mentoring Course – Online pre-leaving on the ITU Education Hub</b>	From 1 April 2020	From 15 April	1 May 2020	All parties	ITU Development / Programme Provider to get ready the ITU Education Hub by 2 <sup>nd</sup> March allowing testing period	Monday 2 <sup>nd</sup> March 2020
<b>Mentee Assignments to Mentors</b>	26 April 2020	17 May 2020	31 May 2020	All parties	To be done by the course	By the end of the last course day
<b>1<sup>st</sup> Mentoring Phase</b>	1 <sup>st</sup> May 2020-31 January 2021	1 <sup>st</sup> June 2020-28 February 2021	1 <sup>st</sup> June 2020-28 February 2021	All parties	Ongoing follow-up	Ongoing
<b>ITU MENTORSHIP PROGRAMME</b>	<b>ETU &amp; ATU</b>	<b>PATCO</b>	<b>ASTC &amp; OTU</b>	<b>Responsible</b>	<b>Actions   Notes</b>	<b>Timelines</b>
<b>ITU Mentoring Courses 2020 - LOGISTICS</b>						
<b>Accommodation &amp; Catering booking</b>	20 mentor candidates + 5 CMLs + 2 facilitators* + 2* reps of ITU Development & Women's Committee	20 mentor candidates + 1 CML + 2 facilitators*	20 mentor candidates + 2 CMLs + 2 facilitators*	All parties	Continental Confederations to book ITU to cover the costs of facilitators and ITU representatives when applicable. Continent to invoice ITU after each project.	As per venue confirmation
<b>Arrival/Departure   Facilitators &amp; CMLs, ITU Reps</b>	Arrival: 23 April until 6 pm	Arrival: 14 May until 6 pm	Arrival: 28 May until 6 pm	All parties	Departure / Arrival times to be considered for the flight and accommodation bookings. In	As per respective course planning

	Departure: 27 April after 3 pm (4 nights)	Departure: 17 May after 3 pm (3 nights)	Departure: 31 May after 3 pm (3 nights)		some cases the A/D day could be different due to availability of flights. Bookings should be adjusted accordingly.	
<b>ITU MENTORSHIP PROGRAMME</b>	<b>ETU &amp; ATU</b>	<b>PATCO</b>	<b>ASTC &amp; OTU</b>	<b>Responsible</b>	<b>Actions   Notes</b>	<b>Timelines</b>
<b>Arrival/Departure   Mentor Candidates</b>	Arrival: 24 April until 12 pm Departure: 26 April after 3 pm (3 nights)	Arrival: 15 May until 12 pm Departure: 17 May after 3 pm (3 nights)	Arrival: 29 May until 12 pm Departure: 31 May after 3 pm (3 nights)	All parties	Departure / Arrival times to be considered for the flight and accommodation bookings. In some cases the A/D day could be different due to availability of flights. Bookings should be adjusted accordingly.	As per respective course planning
<b>Local transportation (Airport Shuttle)</b>	Provided to all participants	Provided to all participants	Provided to all participants	Continental Confederations	Continental Confederations to manage, Host National Federation support?	As per respective course planning
<b>Meeting facility booking</b>	A big meeting room that accommodates the above number of participants, can be divided into two (classroom activities / group activities) Equipment: Flipcharts, white boards, projector Set-up: front table for 2, 4-5 group tables setup in 2/3 of the room, 1/3 room free space			All parties	Continental Confederations to manage, Host National Federation support?	As per respective course planning
<b>Flight bookings – facilitators</b>	n/a			ITU	ITU to book all flights for the facilitators	At least 2 months prior to the course start
<b>Flight bookings – facilitators / CML, Mentors</b>	Policy to TBC by continent	Policy to TBC by continent	Policy to TBC by continent	Continental Confederations, National Federations	Continental Confederations / National Federations to book and/or cover selected mentor candidates' flights	As per respective course planning
<b>Catering</b>	The programme starts with Sandwich lunch at noon on the first course day, then 1x coffee break and dinner. 2 <sup>nd</sup> course day: lunch, dinner, 2x coffee break 3 <sup>rd</sup> course day: 1x coffee break. The accommodation should be booked with breakfast. Consider additional bookings as per finalised travel/programme.			Continental Confederations	Continental Confederation to book and cover.	As per respective course planning





## Appendix 1 – Course Outline

On completion of this mentor training course we expect the trainee mentors to be able to:

- use contemporary approaches or models to plan, deliver and review mentoring interventions and achievements in triathlon contexts
- plan activities, resources and a suitable environment or medium for the mentoring session; demonstrate mental and physical readiness to deliver a purposeful mentoring session
- initiate the relationship, build rapport and trust with the mentees, agree expectations, boundaries, and the level of support to be provided through the mentoring relationship
- assist mentees to identify needs and set goals and develop a personal action plan and support the mentee in implementing their personal action plan
- select appropriate frameworks and technologies to conduct mentoring sessions and direct mentees to other resources or individuals that can help support their learning and development
- identify the importance of differences, diversity, gender and disability
- write and retain records of their mentoring sessions and monitor progress
- review progress and identify next steps
- manage the conclusion of the mentoring journey and action plan for further support
- explain the ITU's expectations and requirements in terms of their mentoring program
- identify their philosophy and how it aligns to the standards of ethical practice expected of ITU Mentors (values, ethical principles, codes of ethical practice, professional and mentoring standards).

<b>ON-LINE PRE-WORKSHOP</b>	<b>DAY ONE 1.00 -7.00 pm</b>	<b>DAY TWO 8.30 – 6.00</b>	<b>DAY THREE 8.30 – 3.00 pm</b>
Introduction to the mentoring programme	Climate Setting Activity (sharing of experiences...)	Types of mentoring interventions	Coaching circle
What is mentoring?		GROW framework	Group mentoring
Expectations of mentors and mentees	What is mentoring in relation to all their other roles	Practical mentoring using GROW (2s)	Remote mentoring
Your philosophy	Phases of mentoring	Questioning and listening, reviewing and feedback skills	Monitoring progress and recording onto system and record keeping
Stages of the mentoring Journey	Rapport building and setting up the relationship	Practical mentoring and review (3s)	Concluding relationships (mismatches)
Setting up the relationship	Philosophical approach and purpose of ITU mentoring programme	Reflection skills (mentor's and developing mentee's reflective skills)	Mentoring session leading to own action plans
Frameworks	Needs analysis and goal setting (long term)	Feedback and Action planning	Programme requirements, next steps, mentee assignments and communities of practice
Preparing for the workshop	Practical activity around setting up the relationship	Group mentoring	
	Diversity and differences (MBTI colours) PC Gender inclusion, disability NB	Change management	Reflection
		Reflection	

## Appendix 2 – Person Specifications

### A: Continental Mentoring Lead

#### **ROLE OF THE CONTINENTAL MENTORING LEAD (CML)**

- 1 Attend the ITU training for mentors and mentoring leads
- 2 Liaise regularly with the ITU, continental confederations and national federations and contribute to the identification of potential mentors and mentees
- 3 Coordinate the applications and review panel and in conjunction with the ITU identify appropriate mentors and mentees
- 4 Facilitate the matching of mentors to mentees in line with ITU guidance
- 5 Manage the mentoring programmes by supporting mentors and mentees
- 6 Ensure mentors and mentees complete the required monitoring and evaluation processes
- 7 Manage challenges between mentors and mentees and assist in finding resolutions
- 8 Liaise with the Mentoring Programme Managers and assist with the overall monitoring of the programme
- 9 Support the administration of Moodle access rights
- 10 Contribute to webinars and other community of practice activities

#### **PERSON SPECIFICATION FOR CMLs**

Prospective applicants must have:

- good networking skills
- sound organisational and time management skills
- excellent rapport-building and interpersonal skills
- sound knowledge in their specified discipline (coaching, technical officiating and governance/leadership) and knowledge of where experts can be accessed
- open-mindedness with a hunger for personal learning and development
- passionate about developing other coaches/technical officials/administrators
- commitment to provide between 1 - 10 hours a week (dependent on phase of programme)

## B: Mentor

### ROLE OF THE MENTOR

- 1 Attend the ITU training for mentors and sign the mentorship agreement (including the list of their assigned mentees)
- 2 Communicate with each mentee to build rapport and trust and establish initial needs and goals
- 3 Record mentoring interventions on the ITU platform in line with agreed protocol
- 4 Conduct regular mentoring interventions with each mentee (normally monthly) in line with guidance and complete their own confidential record of goals, progress and actions
- 5 Make a commitment to giving 6-8 hours per month
- 6 Refer unresolved challenges to their Continental Mentor Lead to agree solutions
- 7 Conduct a 9-month review to document mentee progress and agree next steps (to continue, to wind down, to amend) and agree new mentoring relationships as negotiated with the CML
- 8 Identify personal learning and growth gained through the mentoring programme
- 9 Participate in webinars and other community of practice activities
- 10 Complete the ITU Mentoring Programme evaluation process as and when requested by the CML

### PERSON SPECIFICATION FOR MENTOR

Prospective applicants must have:

- excellent rapport-building and interpersonal skills
- sound knowledge in their specified discipline (coaching – minimum ITU Coaches Level 2 Certification or equivalent; technical officiating - minimum ITU Level 2 TO Certification; and governance/leadership) and knowledge of where experts can be accessed
- open-mindedness with a hunger for personal learning and development
- passionate about developing other coaches/technical officials/administrators
- commitment to provide 6-8 hours per month of mentoring time

Ideally applicants will:

- be self-aware and have good reflective skills
- have experience of mentoring other adults or have had a successful experience of being mentored
- have experience of helping other adults to learn (eg facilitator)
- have sound IT skills

It is proposed that the following **inclusivity targets** are applied to the composition of the Mentor population:

Inclusivity Criteria	Mentor Target	Mentee Target
Discipline (Coach, TO, Governance)	Minimum 25% each	Minimum 25% each
Gender Balance	Minimum 33% Female	Minimum 66% Female
Developing Countries (NF Group 1, 2, 3)	Minimum 33%	Minimum 66%
Disability (or working with Para Athletes)	Minimum 10%	Minimum 10%



## C: Mentee

### ROLE OF THE MENTEE

- 1 Complete the mentee 'on-line orientation programme' and formally commit to the programme and to their assigned mentor
- 2 Initiate and prepare for meetings/interventions (normally monthly) with their mentor
- 3 Record their agreed goals, progress and future actions for their personal use
- 4 Take responsibility for their own learning and development through the mentoring relationship
- 5 Conduct a 9-month review to document progress and agree next steps (to continue, to wind down, to amend)
- 6 Complete the ITU Mentoring Programme evaluation process as and when requested by the Continental Mentor Lead or their mentor

### PERSON SPECIFICATION FOR MENTEE

Prospective mentee applicants should:

- have demonstrated the potential to progress to a higher level in their discipline
- be able to evidence their open-mindedness and hunger to develop their coaching/technical officiating/administrative/governance/leadership skills
- be willing to take responsibility for their own learning and development (eg initiating mentoring conversations)
- be willing to commit to 6-8 hours per month of mentoring time

It is proposed that the following **inclusivity targets** are applied to the composition of the Mentee population:

Inclusivity Criteria	Mentor Target	Mentee Target
Discipline (Coach, TO, Governance)	Minimum 25% each	Minimum 25% each
Gender Balance	Minimum 33% Female	Minimum 66% Female
Developing Countries (NF Group 1, 2, 3)	Minimum 33%	Minimum 66%
Disability (or working with Para Athletes)	Minimum 10%	Minimum 10%



## Appendix 3 – Memorandum, December 2019

To: Triathlon National Federations  
From: ITU National Federation Services & Development  
Date: 19 December 2019  
Re: Launch Announcement – ITU Women and Development Mentorship Programme

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### **Dear NF Presidents, General Secretaries and Chief Executives,**

The International Triathlon Union (ITU) is delighted to announce the launch of a 24-month mentorship programme that will be delivered by ITU Development Department in conjunction with each of the Continental Confederations. This mentor programme has been sponsored jointly by the Development Department and the Women's Committee, and has been approved by the ITU Executive Board.

Details of the mentor programme are set-out in the attached document. Essentially mentors will participate in a two and a half day training course, and will then be allocated two or three mentees to work with over a 9 month period. There will be 5-6 mentor training programmes held around the world and each mentor will be expected to complete two cycles of mentorship.

**A CALL TO ACTION:** National Federations are being asked to nominate individuals from within their community to become mentors, and individuals to be mentees. Person Specifications for mentors and mentees are included in the attached document.

Please note that the programme has inclusion targets relating to discipline (coaching, governance and technical official), gender, developing nations and ability. While these do not represent quotas, every effort will be made to achieve those targets.

The nominee process for mentors and mentees will formally commence in the New Year with the distribution of Nomination Forms. The programme will be delivered by ITU. Each Continental Confederation will appoint a Continental Mentor Lead who will coordinate the mentor selection, mentee selection and mentor / mentee matching processes. Mentors and mentees will be selected by a Selection Panel that will be chaired by the Continental Mentor Lead and will be comprised of representatives from ITU and the Continental Confederation.

We would be most grateful if you could review the detail of the mentor programme and consider candidates from within your National Federation community who would be suitable participants as either Mentors or Mentees.

Should you need any further information, please contact Zita Csovellyak, ITU Development at [zita@triathlon.org](mailto:zita@triathlon.org).

We wish you a peaceful holiday season and a happy New Year. We look forward to further engagement on this exciting project in the New Year.

Yours sincerely,

**Marisol Casado**  
ITU President, IOC Member