Polasaí agus Nósanna Imeachta/Policies and Procedures

Code	QA134
Title	Mentoring Policy and Procedure
Policy Owner	-
Date	1 March 2011
Approved By	-

1.0 Mentoring in University of Galway - Key Actions and Documents
Key Actions

- Mentors invited to participate in the programme
- Advanced support and training of mentors
- Induct mentees
- Matching of mentors and mentees
- First mentoring meeting: Plan approach to relationship and agree contract (see Doc. 1 - below, and Doc. 2 - page 4)
- Give copy of agreed mentoring contract to Organisation and Staff Development Unit.
- Mentor and mentee meet with mentee's line manager
- Mentor and mentee meet every 3 months for 12 months
- Record of each meeting kept using Record of Mentoring Meetings form (see Doc. 3 on page 4)
- Mentors share general insights, without breaching confidentiality

1.1 Forms

Doc. 1 - Suggested Agenda for First Mentoring Meeting

Introduction

- What do we want/need to know about each other? e.g. career history, domestic circumstances, interests outside work
- Where will we meet, how often, and for how long?
- What will make this a satisfying and useful relationship for both of us?
- What expectations do we have of each other?
- Mentee's career ambition

Development Goals and Direction Setting

- Mentee's development goals
- What do you want to improve for the current job and in preparation for future jobs?
- Where would you most value guidance/advice/a sounding board?
- What are our priorities?
- Do we want to set an agenda for our next meeting?
- Are there any issues we should get to work on now?

Completion of Record of First Meeting

Agreement of Date and Time for Next Meeting

Doc. 2 - Mentoring Contract

Agreement

We have agreed the ground rules and code of ethics below for the mentoring relationship.

_____ (Mentor) _____ (Mentee) _____(Date)

Ground Rules

We will meet monthly, and will agree the time, date and duration of the meetings in advance.

The mentor will assist the mentee in achieving development goals, but will let the mentee do things for themselves as much as possible.

The mentor will share general insights gained from this mentoring relationship as part of the process of organisational learning, but will respect personal confidentiality at all times.

Code of Ethics

The mentor's role is to respond to the mentee's developmental needs and agenda: it is not to impose their own agenda.

Mentor and mentee will respect each other's time and other responsibilities, ensuring that they do not impose beyond what is reasonable.

While the mentor is expected to maintain confidentiality, they will be mindful of legal provisions which require reporting of issues to the relevant authorities.

Doc. 3 - Record of Mentoring Meetings

Mentee name: _____

Mentor name: _____

Meeting date: _____

Meeting no: ____ of 4

Developmental Goal	Points Discussed	Actions agreed

Date agreed for next meeting: _____ **Time:** _____

2.0   Definition of Mentoring

Mentoring in University of Galway may be defined as

"off-line help by one person to another in making significant transitions in knowledge, work or thinking".

The mentor is an experienced individual whose role is to "help" rather than to "tell", and the mentee is encouraged to do things for themselves.

The University of Galway mentoring programme will include existing staff and all new recruits.

There is a summary of the programme at Appendix 1.

3.0   The Different Roles of Mentor and Line Manager

In the definition of mentoring above, the mentor is "off-line", and they are not required to evaluate the current work performance of the mentee. The role of the mentor is quite distinctive from that of the mentee's line manager, but it is important that the line manager be involved in planning the mentoring programme, and briefed on how much of the mentee's time will be taken up with the process.

4.0   Business Case for Mentoring in University of Galway
- Individual-orientated, work-based learning interventions such as mentoring encourage the employee to take responsibility for their own learning, and foster self-reliance and the learning-to-learn capability.
- Learning through mentoring requires relatively less time away from the job than attendance at training courses.
- Attraction of high-calibre recruits and development of all aspects of their competence leads to greater productivity.

5.0   University of Galway Mentoring Procedure
5.1   Objectives of Mentoring Programme
- To accelerate and improve the induction and performance of mentees
- To support mentees in developing the wisdom and judgement necessary for applying the knowledge accumulated through education, on-the-job and formal training
- To provide time and space for the mentees to reflect, have their own thinking challenged, develop insights, and identify the actions needed to further their development
- To guide mentees in becoming familiar with the formal and informal structure of the organisation
- To foster self-reliance and the learning-to-learn capability in mentees

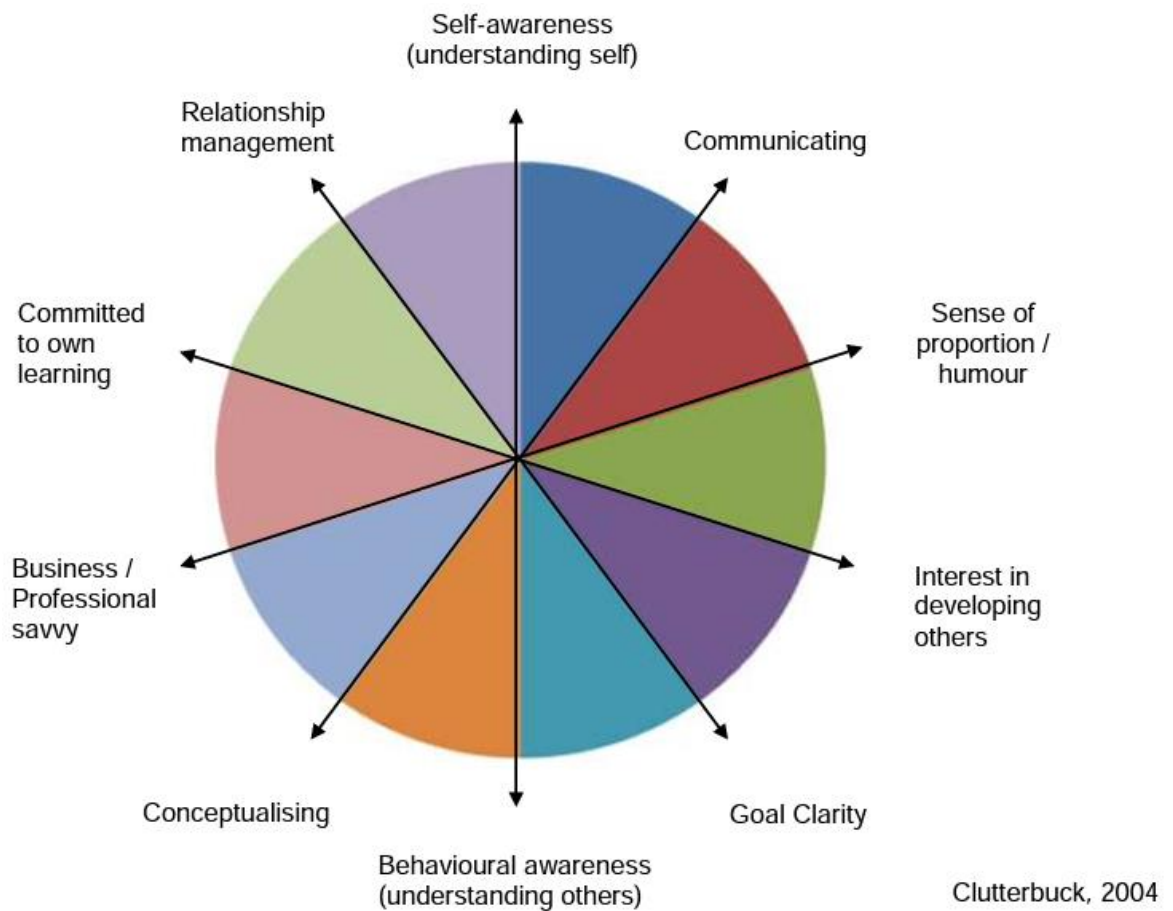**5.2   Facilitating the Mentoring Programme**
The promotion and ongoing management of coaching and mentoring activity in the unit will be facilitated by Staff Development Unit with the support of Colleges.

5.3   Mentors
Mentors will be experienced people who are motivated to make a difference in the role and who have the competencies listed at figure 1. Those involved will be provided with advance support and / or training prior to taking on a role as a mentor.

Figure 1: Mentor Competencies

Self-awareness
(understanding self)

Relationship
management

Communicating

Committed
to own
learning

Sense of
proportion /
humour

Business /
Professional
savvy

Interest in
developing
others

Conceptualising

Goal Clarity

Behavioural awareness
(understanding others)

Clutterbuck, 2004

5.4   Support and Training for Mentors

Advance support and training is available for new mentors. The training course for mentors in University of Galway will focus on areas such as the following:

- The objectives of the mentoring programme
- Mentoring methodology
- Managing the stages in the mentoring relationship:
  - Establishing rapport
  - Direction setting
  - Progress making
  - Winding up and moving on
- Acting as role model, sharing expertise, and providing a safe risk-taking environment for the mentee
- Identifying learning opportunities for the mentee
- Supporting the mentee in integrating new knowledge through reflective practice
- The skills of giving and receiving constructive feedback
- The role of the mentor in:
  - Challenging the mentee
  - Holding the mentee accountable
  - Helping identify skill and knowledge gaps
  - Partnering with mentee's line manager
  - Providing honest feedback

5.5   Duration and Timing of Mentoring Relationships

The mentoring relationship will continue for 12 months with 4 quarterly meetings, unless there is mutual agreement between mentor and mentee that it should last longer. If a relationship cannot be sustained for any reason, the mentor and mentee may ask the Organisation and Staff Development unit to create a new one.

5.6   Shared Learning by Mentors

The Organisation and Staff Development Unit will arrange meetings of the mentors to share general insights gained from mentoring relationships, and identify any changes needed to the programme and inform University policy & procedure where appropriate. These discussions will not breach the confidentiality of the individual mentoring relationships.

Who can participate?
All Academic Staff

Who co-ordinates the programme?
Organisation and Staff Development Unit

Who are the mentors?
Experienced University of Galway academic staff who have received mentoring support or completed the training programme, and been assigned a mentee.

Is the line manager involved?
Line managers are not assigned as mentors for their own staff members, but brief mentees in advance of taking part in the programme and have a three-way meeting with mentor and mentee.

How long does the mentoring relationship last?
Mentoring continues for 12 months with scheduled quarterly meetings.

What are the objectives of the mentoring programme?
- To integrate with other HR processes in developing a high-performance culture in University of Galway (see Appendix 2)
- To speed and improve the induction of mentees
- To contribute towards the development of mentees and mentors
- To provide a source of organisational learning through review of non-confidential issues arising from the mentoring process

Appendix 2: Supporting a high performance development culture in University of Galway

Leadership Development