Roles and Responsibilities of Mentors and Mentees

Mentorship Workshop
December 2018
A strong mentoring program is essential to success of the fellowship and will build capacity within partner institutions and at attachment sites.

"Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development"

(Bozeman, Feeney, 2007)
What is Mentorship?

- A **dynamic, collaborative, and reciprocal relationship** based on the **sharing of knowledge, skills, and experiences**

- A process where mentor and mentee **work together** to discover and develop the mentee's abilities. This development can be academic, scholarly, or professional

- A **blend of role modeling, apprenticeship, and nurturing** to facilitate the realization of the mentee's goals
Definition of Mentor/Mentee

**Mentor:** A trusted guide or confidante who
- Provides feedback, insight, and perspective to the mentee’s work
- Serves as a sounding board for plans and project ideas
- Identifies resources and expand network of mentees

**Mentee:** Apprentice or learner who
- Embraces attitude of apprentice and learner
- Is open to and receptive of feedback from mentor
- Initiates conversations and identifies specific questions or areas of growth to address with mentor
Effective Mentorship

An effective mentor is described as one who:

- Manages the relationship
- Encourages
- Nurtures
- Teaches
- Offers mutual respect
- Responds to the Mentee's needs
Afya Bora Fellowship
Team Mentoring Approach I

• Each Fellow (mentee) will be supervised by a team of 2-4 mentors throughout fellowship
Composition of Mentoring Team

- 1-2 Primary Mentor(s) are selected from Afya Bora Working Group, also known as country leads of Afya Bora Fellowship
- Other 1-2 Site Mentors are selected by Primary Mentor(s) or Fellow from participating attachment organizations (e.g. MOH, implementing partners)
- May also include Expertise Mentors from 8 Consortium institutions and Attachment Organizations
Primary Mentor is responsible for all aspects of the Mentee’s experience during the fellowship.

- Must address any problems that arise during the fellowship and intervene and/or alert Afya Bora leadership

Attachment Site Mentor(s) will ensure the Mentee’s successful learning from and contribution to their attachment site project experience.

- Available for day-to-day issues

Other Team Member(s) provide expertise in project area or career-path
Responsibility of Mentoring Team

• Assist in establishing an agenda for Fellow in working towards professional development goals

• Mentoring team will advise on:
  – Fellow’s fellowship project
  – Individualized career planning
  – Career development
  – Post-fellowship employment
  – Post-fellowship continuing education
Specific Responsibility of Site Mentors I

- Meet weekly or more frequently with Fellows

- Provide necessary support to Fellows to achieve their fellowship objectives and personal goals, and help them gain insight into the realities of building a successful career

- Assist in development of Fellow’s research and professional goals
Specific Responsibility of Site Mentors II

- Act as an **advocate** for Fellow and ensure adequate guidance is provided during attachment site rotations

- Attend regular meetings with Fellow’s Primary Mentors and discuss Fellow’s progress

- Prepare Fellow for the next steps in their career
Desirable Attributes of Mentors I

- **Build a relationship:** Engage in joint activities and share credit

- **Listen patiently:** give mentee time to explain challenges and sensitive issues

- **Share yourself:** tell of your own successes and failures. Let the mentee see your human side and encourage him/her to reciprocate

- **Nurture self-sufficiency:** encourage confidence and independent thinking
Desirable Attributes of Mentors II

• **Be constructive:** critical feedback is essential for improvement but do it kindly and temper criticism when praise is deserved

• **Share network of contacts and resources**

• **Do not be overbearing:** avoid controlling a mentee’s choices or creating a clone of yourself

• **Find your own mentors:** new mentors, like new mentees, benefit from guidance by those with more experience
Importance of Site Mentors in Afya Bora Fellowship

- Fellows spend most of their time at their attachment sites during the fellowship.

- For Fellows to learn and grow, they require a mentor(s) who can dedicate substantial time to mentoring activities.

- Mutual respect and understanding are key to Fellows’ success.
Responsibility of Fellows 1

• **Take responsibility**: set regular meetings and ensure your mentor-mentee relationship is helping you achieve your specific goals

• **Initiate**: be proactive and reach out to your mentor to ensure the relationship is sustained and maintained

• **Identify needs**: create a development plan and discuss with mentors
Responsibility of Fellows II

- **Be teachable:** be willing to learn new things and demonstrate responsiveness to the suggestions and critiques mentor provides.

- **Respect** and be **considerate** of your mentor’s time and availability.

- **Honor commitment** by working hard and following through in a timely manner.
Responsibility of Fellows III

- **Communicate** clearly and update mentor on status of activities and projects

- **Correct misunderstandings**: discuss your concerns with your mentors become they become a problem

- Maintain **confidentiality**

- **Clarify goals**
Mentor/Mentee Meeting Format

• Follow agenda for all meetings **set by the Fellow**

• Mentors should bring agenda items to be added to meeting agenda at start of meeting

• We are encouraging Fellows to use forms and sample agenda provided to them

• Duration and venue of meetings will vary and should be determined well ahead of meeting
Meeting Schedules

• Fellows:
  – Weekly meetings with Primary Mentor(s)
  – At least weekly meetings with Site Mentor(s)

• Monthly meetings with all Afya Bora Fellows, Primary Mentors, and attachment Site Mentors
  – Includes Primary mentor(s), Site Mentor(s), and other representatives from attachment organizations who are involved in Fellows’ fellowship experience
Afya Bora Skills Log Book

- To help Mentors and Fellows track skills Fellows are developing as part of the fellowship and provide opportunities for further skills development
Introduction to Skills Log Book

- Lists a total of 57 competencies from 11 modules
  - 5-7 competencies per module
- Modules included are:

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Communication</th>
<th>Monitoring and Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Conduct of Research</td>
<td>Research Methods</td>
<td>Project Management</td>
</tr>
<tr>
<td>Implementation Science</td>
<td>HR/Budgeting</td>
<td>Grant/manuscript Writing</td>
</tr>
<tr>
<td>Health Informatics</td>
<td>Policy &amp; Governance</td>
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Important Information about Skills Log Book

• Fellows are required to submit Skills Log Book to M&E Coordinator at mid-fellowship and final fellowship

• Fellows must complete **70% of skills** listed in the Skills Log Book by the end of fellowship to graduate

• **Mentor’s responsibility:** Work with Primary Mentors and Fellows to identify areas and help facilitate Fellows to practice skills listed in Skills Log Book
How and When to Use Skills Log Book I

- Skills Log Book is distributed to Fellows at orientation

- Review each skill listed in Skills Log Book in your first Site Mentor/Fellow meeting

- Identify opportunities for Fellows to obtain the skills listed in Skills Log Book
  - Connecting Fellows to the right people (experts in content areas) is important
  - Important to spend the first few weeks to introduce Fellows to the key personnel in organization (HR, finance, field staff, etc.)
How and When to Use Skills Log Book II

• At the first meeting, write down a detailed plan on how Fellows will achieve the skills/competencies listed in the Log Book

• Follow up on Fellow’s progress in subsequent meetings; address challenges if there is any
# Example of Skills Log Book

**Afya Bora Fellowship Skills Log Book 2017-2018**

<table>
<thead>
<tr>
<th>Core Skill</th>
<th>Description of how demonstrated</th>
<th>Mentor Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effectively conveyed difficult information to a client, team member or stakeholder using SPIKES</td>
<td>Used the SPIKES methodology to convey HTV results to a discordant couple and toderny a colleague Study leave following policy.</td>
<td></td>
</tr>
<tr>
<td>Developed an executive summary to convey information or marketing strategy</td>
<td>Wrote the report for the mock SIMS activity at Kawempe Hospital which included an executive summary on the major findings of the activity.</td>
<td></td>
</tr>
<tr>
<td>Wrote and/or published a scientific manuscript</td>
<td>Submitted a manuscript to BMC: Complementary and Alternative Medicine. BCAM-D-18-00384. Submitted to Reproductive Health. Ms ID 16/12/13/16/2019.</td>
<td></td>
</tr>
<tr>
<td>Prepared and/or prepared an elevator speech to a group</td>
<td>Gave an elevator speech to the institutional members in an actual elevator at work.</td>
<td></td>
</tr>
<tr>
<td>Created a professional CV</td>
<td>Updated professional CV</td>
<td></td>
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</tbody>
</table>

**Health Informatics**

<table>
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<th>Core Skill</th>
<th>Description of how demonstrated</th>
<th>Mentor Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluated or utilized one of the following technologies to collect or manage health information and data: Epilinfo, openMRS, Magpi (Datadyne), Open Data Kit, Google docs, Dropbox</td>
<td>Utilized SPSS to analyze data, used Ms Excel to organise my data bases. Met with data manager and observed the management of the Open MRS.</td>
<td></td>
</tr>
<tr>
<td>Developed, selected, and/or implemented a health data management system</td>
<td>Developed a tool to collect and manage data for partners of mothers attending the PMTCT program at public health facilities.</td>
<td></td>
</tr>
<tr>
<td>Developed a strategy to improve quality of health data collection and management</td>
<td>Developed a tool for collection of information of partners of pregnant women enrolled in PMTCT programs at Kitebi, Kisenyi and Kiswa health Facilities</td>
<td></td>
</tr>
<tr>
<td>Utilized a health surveillance system to analyze disease trends</td>
<td>Designed a trauma form for road traffic accidents with WHO, currently testing the system - exciting.</td>
<td></td>
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<tr>
<td>Trained colleagues on health data collection strategies</td>
<td>Trained midwives at Kitebi Health Centre on research methods, taught 4th year BSN students at Makerere University about data collection in</td>
<td></td>
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Mentoring Handbook & Forms

• Mentoring Handbook

• Mentoring Forms
  – Mentoring Guidelines
  – Mentee Goals
  – Mentoring Session Agenda
Important: Mentee Evaluation at the End of Fellowship

• All mentors are asked to complete a mentee evaluation form at the end of fellowship

• An online survey will be sent to your email in November 2019

• Survey completion is required to receive honorarium
Thank you!

Questions?