



Roles and Responsibilities of Mentors and Mentees

Mentorship Workshop
December 2018

Mentoring in Afya Bora Fellowship

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:

- M** Manages the relationship
- E** Encourages
- N** Nurtures
- T** Teaches
- O** Offers mutual respect
- R** 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

Role of Each Member in Mentoring Team

- **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 I

- **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:

Leadership	Communication	Monitoring and Evaluation
Responsible Conduct of Research	Research Methods	Project Management
Implementation Science	HR/Budgeting	Grant/manuscript Writing
Health Informatics	Policy & Governance	

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 skills 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

Fellow Name: [REDACTED]

Core Skill	Description of how demonstrated	Mentor Signature
Communications Skills		
Effectively conveyed difficult information to a client, team member or stakeholder using SPIKES	-Used the SPIKES methodology to convey HIV results to a discordant couple and to deny a colleague study leave following policy.	Nwigh
Developed an executive summary to convey information or marketing strategy	Wrote the report for the mock SIMS activity at Kawempe Hospital which included an executive summary on the major findings of the activity.	Dr JOANITA KIGAZI for Dr Louise Namusoke
Wrote and/or published a scientific manuscript	1. Submitted a manuscript to BMC: Complementary and Alternative Medicine. BCAM-D-18-00384. 2. Submitted to Reproductive Health MS ID 1667213167205947	Nwigh
Prepared and/or prepared an elevator speech to a group	Gave an elevator speech to the institutional members in an actual elevator at work.	Nwigh
Created a professional CV	Updated professional CV	Digi
Health Informatics		
Evaluated or utilized one of the following technologies to collect or manage health information and data: EpiInfo, openMRS, Magpi (Datadyne), Open Data Kit, Google docs, Dropbox	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.	Nwigh
Developed, selected, and/or implemented a health data management system	Developed a tool to collect and manage data for partners of mothers attending the PMTCT program at public health facilities.	Nwigh
Developed a strategy to improve quality of health data collection and management	Developed a tool for collection of information of partners of pregnant women enrolled in PMTCT programs at Kitebi, Kisenyi and Kiswa health Facilities	Digi
Utilized a health surveillance system to analyze disease trends	Designed a trauma form for road traffic accidents with WHO, currently testing the system - exciting.	Digi
Trained colleagues on health data collection strategies	Trained midwives at Kitebi Health Centre on research methods, taught 4 th year BSN students at Makerere University about data collection in	Digi

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?

