

# **POLICY DOCUMENT ON MENTORING AT GENERAL SIR JOHN KOTELAWALA DEFENCE UNIVERSITY**

## **THE ROLE OF KDU**

In order to ensure high quality of mentoring, KDU should:

- The service will be provided at SDC/KDU for young academics and PhD graduates at the faculty
- Provide logistics and infrastructure for implementation, monitoring and evaluation of the academic mentoring programme.
- Ensure that there is an orientation programme for mentors and mentees.
- Take measures to resolve misunderstandings and conflicts of interest between the mentor and the mentee in the event they arise.

## **RATIONALE OF THE POLICY**

This policy is aimed at providing effective guidance for mentoring young/new/existing staff in KDU in the areas of publications, teaching and administration with the view to improving their performance and thereby, improving the overall image of the KDU.

## **POLICY GOAL**

The overall goal of this policy is to identify, unearth and develop the potentials/capacities of junior/new /existing staff within KDU in the areas of publications, teaching and administration in order to improve the quality of staff and the overall performance of the academics of KDU by providing:

- Opportunities to learn from someone with a greater or different understanding of the organization
- The individual with an objective and alternative source of advice and information
- Opportunities for the development of all staff through the mentoring relationship, either as mentors or mentees
- Guidance to both mentors and mentees to understand the different roles within the mentoring relationship and how each should be undertaken.

## **POLICY OBJECTIVE**

The policy objectives are to :

- Identify or unearth the academic potentials of the staff of KDU.
- Develop the professional capacities of the staff of KDU.
- Improve the academic performance of the staff of the KDU.
- Improve the overall quality of the staff of KDU

## **GENERAL PRINCIPLES OF MENTORING**

For the mentoring process to be successful, the general principles of mentoring would be as follows:

- Mentee will initiate the mentor-mentee relationship
- The mentor will contribute to the professional development of the mentee according to mentees wishes

- The mentor should overcome any bias or personal traits in the mentee
- Mentoring will be suggestive and not based on force.
- There should be honesty, transparency, commitment, tolerance, patience, discipline, selflessness and empathy in the mentoring process by the mentor. In addition, the mentor should be experienced and knowledgeable in the area of mentoring.
- The mentor should be able to encourage, assist and support the mentees to progress in their career.
- The mentor and the mentee should accept each other and be prepared to work together.

## **RESPONSIBILITIES AND ROLE OF THE MENTOR**

To ensure the full commitment of the mentor, the responsibility of the mentor will comprise the following but not be limited to:

- The mentor will assume responsibility for regularly discussing the mentee's development in their career and provide advice on possible avenues for further development
- The mentor takes a proactive position or attitude in the mentoring process
- The professional development of the mentee should be given the necessary attention to enable him/her to set realistic goals.
- The mentor is expected to adopt a nurturing attitude to present the mentee to other members of the university community.
- The mentor should take the necessary steps to address the grievances of the mentee
- The mentor offers constructive feedback in some positive ways to enable the mentee to bring out the potential he/she has for professional development
- The mentor should be able to make follow-ups to see whether the mentee is doing what is required of him/her
- The mentor should be able to unearth and develop the potential of the mentee for his/her professional advancement
- The mentor should be able to build rapport with the mentee to give him/her self confidence
- The mentor should promote the professional growth of the mentee through motivation, counselling and encouragement as well as create some opportunities for the mentee
- The mentor should share his/her experiences with the mentee in the process
- The mentor could give the mentee challenging tasks and lead him/her through the tasks
- The mentor offers advice about work/life balance issues.

### Other responsibilities

- Hands on guidance, explaining how and why; creating opportunities to learn
- The challenger, making waves, challenging, simulating, questioning, probing
- The Role model, Unseen, largely unfelt.
- Make yourself available
- Listening
- Supportive
- Talk about failure experience

## **RESPONSIBILITY OF THE MENTEE**

The mentee shares a significant part of the responsibility for making the mentoring relationship productive and rewarding. Mentee should initiate the relationship and then get the help from the mentor to reach the goals. In general, mentees should always try to be open and honest with their mentors and respect the trust that is shown, as it should be in any professional relationship. Within the mentoring relationship, the mentee's areas of responsibility are:

- Being aware that there is a mentoring process in the KDU and preparing his/her mind for it
- Keeping to agreements made with the mentor on the regularity of meetings and communication
- Preparing for and participating in meetings with mentor
- Being dedicated, willing, committed and hardworking in order to be mentored
- Being trusted by the mentor in the process
- Keeping the mentor informed of progress and any problems
- Asking for help or advice and being open in communication
- Willing to accept suggestions from the mentor.
- Being appreciative of the efforts of the mentor without financial remunerations

The Mentee drives the Mentoring agenda

- Commitment
- Investment
- Schedule/Plan
- Talk about expectations with mentor; time and duration
- Send an invite for as a chat (coffee, tea)
- 30 minutes, once a month for 3-6 months
- Remind the mentor a day before the meeting
- Prepare a list of questions

Mentoring is not:

- For dealing with underperforming individuals
- Taking on the problems or work of the Mentee – a Mentor should not find themselves doing things outside the mentoring sessions for a mentee
- Promoting/sponsoring/protecting the mentee
- Intended to deal with personal issues

## **IMPLEMENTATION**

The parties involved in the mentoring process are mentors, mentees and the implementing body (Academic Mentoring Committee).

## **ACADEMIC MENTORING COMMITTEE**

KDU will establish a committee to ensure the implementation of the policy and the quality assurance of the programme. The academic mentoring committee will consist of:

- The Director of the SDC (Chair)
- The Deans of the faculties or representative from the faculty (appointed by the faculty board)
- One senior academic staff member from Faculty level (appointed by the faculty board)
- Secretarial help will be provided by a management assistant (from the SDC office)

The responsibilities of the academic mentoring committee are:

- Facilitating the mentoring programme (identifying mentors and mentees and pairing them)
- Organizing training programs for both mentors and mentees
- Maintaining a mentoring webpage in the University website
- Facilitating communication among mentees and mentors
- Instituting a system for recognizing and rewarding the mentors
- Monitoring and evaluating the mentoring programme
- Training
- Training will be available for all mentors and mentees via the Staff Development Center, KDU. It will be arranged periodically.

## **IDENTIFYING MENTORS**

Traditionally, a 'mentor' is a more experienced member of staff who seeks to pass their skills, expertise and knowledge of the workplace on to a (usually) less experienced member of staff, with a view to fostering their development. It should be a safe, non-judgmental relationship that facilitates a wide range of learning, experimentation and development. Mentor will be selected and potential list will be displayed at SDC webpage and every six months it will be updated.

The mentor in this programme will be a senior academic staff member (in the category of senior lecturer, professor or senior professor) with at least three years of experience in the University system. Academic staff will be invited to be a part of the mentoring pool and will be given training on mentoring.

If any of the mentees has selected a mentor who is already not in the mentoring pool, then those mentors will be registered and training on mentoring will be offered to them.

The mentoring relationship will be flexible. Mentoring requirements change over the course of a developing career and the appropriate mentors may change as needed.

## **IDENTIFYING MENTEES**

The committee will identify new staff who are to be provided with a mentor and pair them with a suitable mentor within three months of recruitment. When a continuing member of staff requests a mentor, the same procedure will be followed. A mentees' and mentors' application form will be made available on the webpage in order to collect relevant details. Please refer the SDC webpage on mentoring.

Upon assumption of duties of a new recruit, they will be asked to identify a mentor of their choice within a period of 6 months, with the guidance of his/her head of the department (HoD) if necessary.

### **PAIRING**

Mentees will have the freedom to select the mentors, pairing will be finalized by the Director SDC based on the database. It should be acknowledged that no single mentor is expected to provide mentorship across all areas of mentoring, and therefore, multiple mentoring partnerships are encouraged. Mentors can be selected from outside the department or faculty.

The mentee should inform the names of the selected mentors to the academic mentoring committee (Director SDC) through Dean through the Head of the Department.

### **FREQUENCY OF MEETINGS**

All mentors are expected to arrange with mentees allocated to them the appointments for discussions throughout the year. Meetings should normally take place at least 30 minutes, once a month for 3-6 months. However, meetings can take place as and when needed, but not less than twice a year.

### **MONITORING OF THE PROGRAMME**

The mentors and mentees will be given feedback forms to be filled at each visit and they will be collected by the mentoring committee. This information will be confidential and will be used only to evaluate and improve the programme.

### **PERIOD OF THE MENTORING**

Decisions on the length of the mentoring programme will be determined by individual needs. However, as a guideline, a scheme should last for a period of up one year unless a change is needed, and not less than six months.

### **CONFLICT OF INTEREST IN MENTORING**

For it to be smooth and successful mentoring, conflicts of interest will be handled as follows: Any actual or potential conflict of interest should be disclosed in the course of mentoring by the mentor and the mentee, e.g. previous conflict or confrontation should be disclosed and care should be taken in mentoring a relative or a family member.

- Mentor and mentee will operate within the defined rules of the KDU.
- Care must be taken to avoid potential conflicts and disclosure of confidential information to third parties by both the mentor and the mentee.

### **PROCEDURES FOR MANAGING AND RESOLVING MISUNDERSTANDINGS**

There will be openness in communication as a way of managing misunderstanding. In an event of conflict or misunderstanding between the mentor and the mentee, the following procedures will be followed:

- The issue should be brought to the notice of the academic mentoring committee
- In an event where both parties are unable to reach an understanding, the academic mentoring committee will be involved in resolving the conflict/misunderstanding and both parties should discuss issues of contention during the process to resolve the conflict

## **ETHICAL ISSUES IN MENTORING**

To ensure a smooth and perfect mentoring process, the following ethical principles in mentoring should be observed:

- Confidentiality should always be respected and guided by a professional code of ethics.
- Both parties should be frank, honest and truthful and act with respect and dignity in the mentoring process.

## **FORMS**

Mentor Application Form

Mentee Application Form

Feedback forms to be filled by mentors

Feedback forms to be filled by mentees

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