Mentoring Programme Brochure

For mentors

University of Amsterdam
August 2020
Why a mentoring programme?

This mentoring programme gives talented, ambitious staff from the University of Amsterdam the opportunity to discuss and explore issues relating to their career with a mentor over a 9-month period.

A mentor acts as a sounding board and can give help and support to the mentee’s career and can give tips on development areas, drawing on their own experience of working in academia.

“Mentoring is a brain to pick, an ear to listen, and a push in the right direction”

— John C. Crosby
How does the mentoring programme benefit mentee, mentor and the UvA?

**Mentee**

- An opportunity to work on your personal and professional development.
- Discuss dilemmas and choices in your career ("how does it work, what choice should I make?").
- Explore the balance between your own ambitions, the expectations of others (e.g. your family) and the expectations of the UvA.

**Mentor**

- Share your personal knowledge and experience of working in academia.
- Contribute to a more diverse and inclusive organisation.
- Offer a different perspective on the experiences of and barriers encountered by other groups of staff.

**UvA**

- Contribute to an inclusive work environment with a view to recruiting and retaining diverse talent.
- Encourage staff to plan their careers and provide the necessary support.
- Deepen and broaden the quality of our staff.
Who is the mentoring programme for?

The UvA mentoring programme is aimed at the following target group (during this pilot phase):

- Academic staff at assistant professor and associate professor level
- Support and management staff on grades 9 to 12
- particularly from groups of staff who are under-represented in senior academic and support and management roles
The mentoring programme

CONNECT
Selection and matching of mentors and mentees

TRAINING & KICK-OFF
Training for mentors & meet your mentor – mentee event

SESSIONS
5 mentor – mentee sessions

START
Apply to be a mentee or mentor

SESSIONS
October 2020 to May 2021

COMPLETION
Evaluation and closing social event

Up to 7 September 2020
September 2020
October 2020
June 2021
Mentor-mentee matching procedure

Step-by-step plan

01 Mentee – apply by 7 September 2020 at the latest (full = full)

The mentee should clearly indicate the nature of their question, dilemma or learning need on the application form, their motivation for participation in the mentoring programme and what they expect to gain from participating in the programme. There are only a limited number of places available for this pilot. **If insufficient places are available, applicants will be selected.**

So make sure you apply as early as possible and, in any event, no later than **7 September 2020**

A brief introductory telephone conversation, based on the application form, may follow (in September).

02 Mentor – apply by 7 September 2020 at the latest

The mentor indicates on a short application form what their motivation is for participating in the mentoring programme and the value/knowledge they bring to the programme. Mentors should submit their applications by **7 September 2020 at the latest**

A brief introductory telephone conversation may follow in September.

03 Matching – September 2020

The programme coordinator matches mentee and mentor. Since trust and mutual understanding are key criteria in this context, the mentee’s question and differences in culture and background will be considered as much as possible.

- Matching can take place within or outside a unit. When there is a match within a unit, cross-matching across that unit will be applied.
- An academic mentee will be linked to an academic mentor, while a support and management mentee will be linked to a support and management mentor.
- When matching mentee and mentor, the coordinator will ensure that there is no line management relationship between mentor and mentee.

No match

Only if after the introductory meeting (intake) there is no 'click' (or if the conditions described are not met), upon request of the mentee, a different mentor will be found.
Mentor training
Training and support during mentorship

Effective Mentorship training (2 hours)

- Address by Geert ten Dam, President of the Executive Board
- Overview of programme by HR Strategy & Policy (Marjan van Hunnik/Peter Boelsma)

Training – delivered by Hélène Propsma/Karin Parmentier, The Diversity Company
- Criteria for effective Mentorship
  - Managing expectations and Contracting
- How do you become an effective mentor?
  - Skills
  - Tips

✓ Mentor handbook
✓ Support from HR Strategy & Policy and The Diversity Company
✓ Q & A’s
Criteria for successful mentorship
Managing expectations and contracting

Mentor

- Full confidentiality.
- Agree on mutual requirements at the outset.
- A mentee will be linked to a mentor from a different department/faculty or unit.
- An academic mentee will be linked to an academic mentor. A support and management mentee will be linked to a support and management mentor.
- No line management relationship between mentor and mentee.
How do you become an effective mentor?

- Don’t jump to conclusions
- Ask questions, reformulate, make sure you understand each other
- Assume that what worked for you won’t always work for your mentee
- Keep asking questions and clarify where necessary

*Listen to your mentee: active listening*

- Share what you know without suggesting that it is ‘set in stone’. That way, the mentee can investigate further as they see fit (without feeling pressured)
- Explore together how the mentee’s horizons can be broadened
- Adopt a non-judgemental approach: unconventional ideas may be the key to the mentee’s success.

*Build from your own experience*

- Making yourself available not just in terms of physical availability, but more in terms of the interest you show in and your commitment to your mentee.
Successful mentorship training
Mentoring takes place within a relationship of mutual respect - what skills do you need for this?

- An open and mindful approach to each other's values, attitudes and differences

- Willingness to learn from each other in unexpected ways:
  - Ability to empathise
  - Honest, challenging and open toward each other
  - Respect each other's input
  - Respect differences in personality, experience, learning and work styles
Kick-Off Event!
Meet your mentor - mentee

In October, we will launch the mentoring programme with an **inspiring, joint event!**
All mentors and mentees will meet their mentee/mentor for the first time.

Meeting of all mentees and mentors

- Congratulations, you have been selected to participate as a mentee in the mentoring programme
- Overview of the UvA Mentoring Programme
- Details of the role of mentee and mentor
- The right match; introductions
Mentoring: 10 golden rules
For mentor and mentee

1. Listen actively
2. Make yourself available
3. Don’t judge
4. Keep an open mind
5. Respect confidentiality
6. Agree on logistics
7. Draw up agreements and agree on confidentiality
8. Define goals
9. Document and follow up on topics that arise
10. Check the handbook for mentors!
Stages of the mentoring programme

1. **INTRODUCTIONS**
   - First meeting

2. **DISCUSS MENTEE'S GOALS**
   - Explain goals and draw up practical agreements

3. **FOLLOW UP MEETINGS**
   - Explore questions and opportunities, regular interim evaluation of goal in relation to development

4. **AFTER 9 MONTHS**
   - Final evaluation and closure. Where appropriate, make agreements regarding follow-up
Mentee’s responsibilities
The mentee is responsible for the procedure, the process and the success of the mentoring relationship

✓ Actively seeks answers to questions relating to their career and professional development.
✓ Asks for support from an experienced colleague/member of staff in a more senior and/or management role.
✓ Is responsible for their own professional and personal development.
✓ Is jointly responsible for the mentor-mentee relationship.
Types of questions the mentee may have

• Personal questions, e.g.
  ➢ How do I approach my career development?
  ➢ What do I do if, despite my efforts and performance, I have the sense that I don’t really belong in the UvA or that my talents are not being recognized?
  ➢ How do I balance the expectations of others (family, friends) with my career?

• Role related and organisational questions
  ➢ How does academia work? How do I build a network, for example?
  ➢ How do I make career choices, bearing in mind the importance of a good balance between teaching, social impact and research?
  ➢ How do I tackle obstacles that I encounter within the culture and organisation of the UvA?
  ➢ How do I increase my visibility within the UvA?

• Other relevant topics
Got a question about the mentoring programme 2020-2021?

This programme was developed by the HR Policy and Strategy department of the University of Amsterdam. The mentoring programme will be delivered in conjunction with The Diversity Company.

If you have a query, please contact Erik van Zetten (h.vanzetten@uva.nl) or reach out to the talent mentoring programme directly (mentorprogramma@uva.nl).