

UEA

Mentors Guide

Support Pack

September 2012

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Careers and Employability
University of East Anglia



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Welcome to the UEA Mentoring Programme

- You are providing your time and commitment in helping current UEA students towards realising their career goals.
- Establishing a graduate level career has always been competitive and demanding. However, the current economic situation brings about unique challenges.
- Your professional experience and insight and is a considerable asset to our student community.
- We are delighted to welcome you and hope you find the experience extremely rewarding.

Guidelines for Mentors

- **Please complete the Mentor Training and refer back to it when you need to. It will help you avoid some of the typical pitfalls of mentoring.**
- Mentees also complete training and their training pack is available to you, should you need to consult it.

Mentoring is a two way process

- Moves through a series of interrelated stages over time
- Like any other relationship is dynamic and changing

A Mentor:

- Listens carefully to what their Mentee wants to achieve.
- Provides guidance, feedback and, when necessary, direction.
- Shares their wealth of experience and knowledge where appropriate.
- Enthuses and encourages.
- Helps develop their mentees employability skills.
- Speaks with their mentee about their aspirations and supports their progression towards them.

Boundaries of the Programme

Work experience / Work Shadowing / Internships

We make it clear to Mentees that they should not expect work experience as part of the mentoring programme. However, if you feel your mentee would benefit from experience and are willing to make this offer yourself, or have a third party contact who might be willing to provide experience, we have no difficulty in principle and are very grateful to you for making this opportunity available to our students. However, we should have an initial conversation before the experience takes place, as there are some university guidelines we would need to make you aware of.

Scope of mentoring

The objective of the UEA Mentoring Programme is to provide career focussed mentoring. If you feel your Mentee requires mentoring in other areas of their personal development – for example in terms of their academic performance or in relation to their personal life, please refer them back to the University. This is not something that should be dealt with as part of the Programme no matter how strong the rapport.

Keeping the relationship on a professional footing

We ask that you refrain from meeting your Mentee out of office hours, unless you are attending a business networking event together, for example. We would prefer that Mentees and Mentors keep their relationship on a professional footing and do not socialise outside of the objectives of the Programme.

Keeping in touch beyond mentoring

You may wish to retain contact with your Mentee. Provided you are both in agreement, we have no problem with you continuing contact. However, please just let us know, so that we can make a note of it. Some Mentors have even offered to act as referees for Mentees. Again, this is a matter for you, it is not an expectation of the Programme.

Feedback

At certain stages within the Programme, we will ask both Mentee and Mentor for feedback. We will provide individual feedback to both Mentee and Mentor. However, we will also ask Mentors/Mentees to provide some feedback anonymously, in order to ensure we capture their honest views on the Mentoring Programme as a whole. This anonymous feedback will not be attributable to a particular Mentor/Mentee.

However, should the Mentoring relationship experience any difficulty, we will need to seek individual feedback from both Mentor and Mentee to enable us to remedy the situation and to ensure we learn from the experience and adapt the Programme accordingly. However, please note that these difficulties are extremely rare. In our research of the top 20 universities schemes, we encountered only one such instance.

The Mentoring Relationship Cycle

Notional six stages to help you to plan the commencement and duration of your mentoring relationships more effectively

1. Getting to know each other

The basis for establishing a good working relationship. **Get to know your mentees as individuals**, actively encourage them to talk about themselves, you will also need to be prepared to disclose information about yourself.

- Discuss your backgrounds and your interests.
- What subject are they studying? Why did they choose it? What's the UEA experience been like for them?

2. Establishing rapport

Make plenty of eye contact, ask questions, show empathy.

Crucial. Without this rapport you will not be able to gain their trust or develop their confidence in you as a reliable adviser and guide.

3. 'Diagnosis'

- Identifying the problems, issues and areas of concern to your mentees that will provide the framework for future mentoring activities;
- Ensure these are correctly identified and understood as an inaccurate diagnosis almost inevitably results in inappropriate action; *encourage them to reflect on their experiences so far; challenge their assumptions and perceptions*

4. 'Contracting' agreeing a programme of action and mutual expectations

Begin to help them to identify priorities and **review their goals**; discuss and clarify your respective roles and **mutual expectations**. The mentee needs to know what they are expected to do as regards implementing the action plan, and also to be aware of what you will do (and not do) as a mentor in helping them to achieve their goals.

- *Don't judge their goals but do challenge them. Get them to talk through the rationale.*
- *Ensure the goals come from them. They will only take full ownership if they have come from them.*
- *Understand what they're looking for from you.*

5. Periodic review

- Initial programme of action will need to be revised as time goes on according to mentees' needs or development success; monitor the programme of topics discussed and that your mentee is achieving the desired results; new strategies may need to be developed and the action plan revised

- **6. Ending the mentoring relationship** As the end of the mentoring cycle approaches you will need to spend some time planning your exit strategy; Ending the relationship in the right way is as important to the mentee as setting it up; Your task as a mentor is to help your mentee towards managing their career planning effectively and independently, without your presence and support.

Mentor Programme: Time Commitment

6hrs November 2012 – April 2013

- Our expectation is that mentee/mentor matches have a minimum of 6 hours contact time over a period of 6 months.
- When and how these 6 hours are conducted however is entirely up to you and your mentee and what works best for you e.g. you could complete the programme in two months, speaking for an hour every week.
- Regardless of what you decide in terms of time basis, we strongly suggest you try and meet your mentee in person at least once (if in person isn't possible then perhaps you could meet via Skype).
- It is also possible to extend the length of the relationship, should both parties wish to. Please keep us informed if this is the case.

Information Interviews – 30 minutes

- Some mentors will engage in adhoc “information interviews” with other mentees as well as an ongoing relationship with their own mentee(s)
- This is a one-off interaction where the mentor will be asked by the mentee to provide information and advice about a specific sector or job role. The same skillset is required as for the extended mentoring period. However, there will possibly be a greater focus on information/ advice provision.
- These sessions should last approximately 30 minutes and can be conducted via telephone/ email /Skype or face to face

Checklist for first meeting

We recommend that, where possible, each partnership has a face-to-face meeting, at the Mentor's place of work at least once over the course of the programme. However, this won't always be possible and regardless of where and how you meet (face to face, via telephone, online) the follow guidelines should prove useful.

Prior to the meeting:

- Arrange to meet in an appropriate setting. You can book a room via the careermentors@uea.ac.uk email address but please give us a few days notice to arrange things
- If you are mentoring remotely and meeting via telephone or Skype, ensure you won't be interrupted. Treat it like a face-to-face meeting.
- Before the meeting, refer to the mentoring relationship lifecycle guidelines and think about how you might get to know each other and establish a rapport
- Read your mentee's application form (again) to refresh your memory
- Ask for your mentee's draft 'Action Plan' in advance
- Consider how you might help your mentee achieve their goals. Work with your mentee on the Mentoring Action Plan

At the first meeting:

- Turn off your email/other phones. Try to make sure you aren't distracted and that the room and the surrounding area isn't noisy.
- Follow the good practice guidance given in your training pack to help you establish a rapport and build empathy. Let the mentee do most of the talking. Listen actively and summarise and reflect back to your mentee regularly, to ensure you've understood.
- Agree how you will work together – frequency of meetings; how you would interact
- Talk about confidentiality. Are these conversations private? What exceptions should there be?
- Only tackle the action plan together, when you have established a rapport and agreed how the relationship will be conducted. Challenge their goals and assumptions in a constructive way
- You should agree the things you will do and the things you won't do and ask the mentee to record this in their Action Plan and email a final version to you and to careermentors@uea.ac.uk

Working with your Mentee's Action Plan

Prior to your first meeting, your Mentee will be asked to define their three current goals regarding careers and employability.

These could be wide ranging. For example, some students might hope to improve their confidence and be able to network. Others might want to improve their CV. What is often the case, when students visit Careers Advisers, is that the CV is sometimes used as a 'prop' in other words a sub conscious foil to mask a more fundamental issue, such as 'what do I want to do?'. It will be useful to challenge these goals and to clarify.

Once you have clarified, and if necessary refined, the goals, we would then like you to work with the mentee on setting some objectives for the mentoring period. We recommend using 'SMART' objectives. In other words, each should be Specific, Measurable, Assignable, Realistic and Timed.

Specific	Measurable	Assignable	Realistic	Timed
Described in specific terms	Measured	'Owned' by...	Achievable within the mentoring period	Linked to a deadline
E.g. 'I want to have a clearer understanding of the marketing profession by talking to at least two people who work in different areas	Mentee will reflect on outcomes with mentor and inform next steps in terms of looking at suitability of marketing roles and graduate schemes and other entry level jobs in marketing.	Mentor to provide an introduction to a former colleague who works in marketing. Mentee to draft email and share with mentor. Mentee will prepare questions and do some background research to ensure she maximises opportunity.	Mentor to make contact before end of November. Mentee email to be sent in early December and meetings to be held by mid January	Discuss outcomes with mentor in January

Action Plan

To help clarify your role as Mentor, and to avoid misunderstandings, discuss the action plan together. Encourage your mentee to i) prepare a draft of your agreed plan and ii) email it to you. Once you are each content, please ask your mentee to email a copy to careermentors@uea.ac.uk

What are your Mentee's Goals for the Programme?

1. _____
2. _____
3. _____

Goal	Action	Evidence of Completion	Mentee role (to be completed by mentee, following discussion)	Mentor role (to be completed by mentee, following discussion and approved by your mentor)

Discussion Points

You may discover at the beginning of the programme that your Mentee is lacking in confidence and therefore uncertain how to make the most of your relationship. Or, after the initial queries have been answered, you may find yourself unsure of how to progress onwards. Below we have listed a few topics which may help as a starting point from which to advance on from.

Overall

- CV Building
- Job Applications
- Interviews
- Job Hunting Techniques
- Networking
- Sector Requirements
- Work Experience
- Further Education
- Skill Development

Mentee Led

- Degree Course
- Favourite Modules
- Interests
- Skills
- Career Aspirations
- Achievements
- Previous employment

Mentor Led

- Education
- CV
- Personal Experience of Job Applications/ Interviews
- Typical work day
- Current employer
- Useful skills
- Career Aspirations

Confidentiality and Liability

Confidentiality should be negotiated and then respected. We do not need to know the content of your discussions, providing it remains within the boundaries of the Programme. However, if you become concerned about a mentee, you should alert us and mentees will be informed of this when they participate in the Programme.

Including separately in the handbook is some information about additional support services available at UEA. If you have any further queries, please contact us.

In terms of your advice, we would encourage you to adopt the approach that careers guidance professionals adopt. It is vital that you do not direct a mentee to do something. You should encourage them to identify and take responsibility for their own actions and decisions. You are a sounding board and a critical friend but you are not providing instructions, only your own reflections and thoughts, which it is the mentee's responsibility to question and consider – not simply to adopt as a universally accepted truth.

UEA's Role

UEA Mentoring Programme Officer & Administrator

- Provide advice on situations that arise in your relationship and act immediately where appropriate
- Provide facilities for your meetings on campus and make you aware of other services and facilities
- Check progress with monthly email to mentees and mentors
- Inform you about careers services and other UEA support that you can signpost your mentee towards
- Arrange interim feedback/ refresher session at the half way point
- Encourage you to form small support groups (perhaps from amongst the group you're sitting with today)

Other services exist to:

- To help students adjust to university life and settle in
- To ensure that students get the most out of their academic studies and their time at UEA
- To provide impartial and confidential information, advice and guidance to help students overcome any difficulties they may encounter

Learning and Enhancement Team - Guidance and resources to enhance academic learning and research and study skills

Senior Residents are based in UEA accommodation

Advice available on financial support

Advice on support for students with disabilities and specific learning difficulties

Specialist advice for International students

Counselling Service and Mental Health and Well-Being Services to help resolve personal difficulties and promote well being

Further information about these services can be accessed from:

<http://www.uea.ac.uk/services/students>

Students can pick up a copy of the leaflet 'Student Services at UEA' from their School or the Dean of Students' Office

Communication with your Mentee

How Do I Stay In Contact With My Mentee?

Between face to face meetings with your mentee (or if maintaining a long distance mentoring relationship) we suggest you keep in contact via Telephone, E-Mail, Skype or LinkedIn. In order to keep the relationship professional though, we do ask you to please refrain from using social networking sites such as Facebook.

If We Meet In Person, Where Do We Meet?

University Campus

- If you wish to meet on campus we will be able to book you and your mentee a room in advance. Simply e-mail **careermentors@uea.ac.uk** with specifications of time and date.
- Alternatively, you could meet in one of our coffee shops such as Blend, The Hive or Zest.
www.uea.ac.uk/about/gettinghere/campusmap

Place of Work

- This would be a great opportunity for your mentee to gain a further understanding of your line of work and day to day working life.
- Please be aware that for our less confident students this may be quite an intimidating experience at first, so try to ensure that they feel welcomed and comfortable in the environment.

Public Place

- We only advise this option if the other two are completely impossible. For safety reasons, please ensure someone is aware of your whereabouts at all times and choose somewhere you both feel comfortable.

Academic Diary

Here you can find all the important dates and events which take place during UEA's Academic Year. We also suggest you write down when your Mentee's assessment periods are so you are aware when their workload will be heaviest.

September 24 th – 28 th - Fresher's Week	October 2 nd – Student Jobs & Volunteering Fair 24 th – Careers Fair	November
December 14 th - Semester Ends	January 7 th - Semester Begins	February
March 22 nd - Semester Ends	April 15 th - 19 th - Final Teaching Week 22 nd – Exam Period Begins	May
June 8 th – Summer Vacation Begins	July	October

Advice & Support

My Mentee's behaviour has been inappropriate, how do I handle this?

- First of all, try and speak to your mentee in person explaining clearly why you feel their behaviour has been inappropriate. It may well be simply a misunderstanding which can be resolved through discussion. However, if you should feel that you really cannot approach them or that it is an issue you cannot deal with solely, please contact the UEA Mentoring Programme immediately so we can help.

I'm very busy at work at the moment and I'm worried I'm not able to spend as much time helping my mentee as I was.

- Both you and your mentee are bound to go through periods of time where you are very busy with work and do not have as much time to spare. When you do find yourself in this situation, try and get in contact with your mentee to explain to them why you might be difficult to get hold of and perhaps suggest tasks they can be getting on with whilst you are unavailable. Try and get your mentee to do the same, it might be useful to take down their assessment dates too just for reference. Finally, remember your Information Pack Academic diary contains all of the important term time dates and may explain the reason for your mentees lack of contact.

What services can Careers and Employability provide for my Mentee?

- Students can book a Quick Queries session (15 minutes) on the day to combat a pressing issue or just to get them started thinking about careers. For a longer, in depth session they can organise a Guidance Appointment (45 minutes) with the Career Advisor for their school or the career sector they are interested in.
- Careers and Employability organise a number of events across the Academic Year which students will be notified about through the Careers Bulletin e-mail. This will include careers lectures, media panels and coaching. Why not ask your Mentee what they've attended and whether they think they could make use of any of the upcoming events? You may be able to help them prepare by creating some questions they could ask and encouraging them to be confident.

Any other Issues/Problems?

- As much as possible we like you and your Mentee to try and resolve any issues you have as it encourages an open, honest relationship. However, if you have any larger queries or are experiencing problems please contact us so we can help you as soon as possible.

Contact Information

E-Mail: careermentors@uea.ac.uk

Tel: 01603 597637

Student Enterprise & Employability Development
Careers and Employability
University of East Anglia
Norwich, NR4 7TJ

Frequently Asked Questions

Will we get general information about the student we are matched with?

- Both mentee and mentor will each receive a copy of each other's application form.

Is there an 'ideal' profile for a Mentor? What would success look like?

- Please refer to "what makes a good mentor". However, excellent listening skills, being non-judgemental and not too directive are excellent qualities and skills. You are not expected to be an expert in any particular career area or sector. You are there to help the student improve their confidence and to realise their potential and areas of interest.
- In terms of an individual student, this is clearly relative and subject to the goals set at the beginning of the Programme. For some students, this may improved confidence in networking or an improved CV. It depends on the student, the goals set and whether anything cropped up to alter the best laid plans – such as a last minute job application. In terms of the Programme as a whole, we would like to be able to give every student the opportunity to be mentored by an alumnus or other professional.

How many Mentees can we have? What year are they in?

- Up to 3. However, you can also opt to be available for one-off "information interviews". This means that we will put students in touch with you if they aspire to enter your sector and if you have volunteered to offer half an hour of your time to talk to them about your role on ad hoc basis (on demand)
- Students develop maturity at different stages. There isn't a standard undergraduate. Therefore, we will offer the Scheme to students in 2nd and final year.

Is Mentee recruitment a rolling process?

Your relationship with your mentee will conclude after 6 months. However, we would be very pleased if you could then take on a new mentee(s) thereafter.

Contact Information

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FAQ continued

What is the most common thing that goes wrong?

- Mentors feel under utilised because their mentee fails to contact them as often as planned. We will try to address this through mentee training but please don't feel your mentoring has failed in any way. It is often because the mentee feels too under pressure from academic work.

Confidentiality? Can we refer them to support/student services?

- Confidentiality should be respected. We do not need to know the content of your discussions, providing it remains within the boundaries of the Programme. However, if you become concerned about a mentee, you should alert us and mentees will be informed of this when they participate in the Programme.
- On commencement of the Programme, you will receive detailed information about the support services available to students at UEA. Feel free to redirect them to this support.

How often do we meet? Can we meet more than one mentee in one day?

- How often you meet is entirely up to you. It could be that you meet once and then conduct the relationship via email. Or it could be that you always meet in person. We will leave it to you and your mentee as to how you manage the time.
- Yes. We can book rooms on campus that span more than one time slot. Providing the schedule works for you and your mentees.

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Mentoring Timetable

- Initial matching November 2012
- Some mentors may not be matched until January (though this is unlikely)
- **Mentoring commences November and concludes in April/May**
- Monthly email to check progress
- Feedback and evaluation May 2012