

Mentoring

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Cross reference/related documents:	<p>Academic Staff Appraisal Form Administrative Staff Appraisal Form Offer Contract UAE Labour Law 1.0 Policies & procedures manual 4.0 Staff handbook 8.4 Orientation and induction 8.5 Annual appraisal 8.6 Academic promotions 8.8 Professional development 9.1 Compensation</p>	

1.0 Rationale and principles which this policy seeks to uphold

- 1.1 The University provides support for the professional development of all staff.
- 1.2 The University will have in place formal and informal mechanisms to monitor and guide academic staff in undertaking their role, and their responsibilities for research, teaching, and external and internal service.

2.0 Scope

- 2.1 Applies to all academic staff of the University

3.0 Definitions

- 3.1 Mentoring is a long-term relationship between two peers focused on professional development, in which the more experienced peer acts as mentor and in such capacity guides, advises, and assists their less experienced peer (mentee).

- 3.2 A mentor is neither the manager of the mentee nor are they responsible for the work of the mentee.
- 3.3 Mentoring is not an evaluative or judgmental process, and its outcomes are not reported.
- 3.4 Mentoring should:
- 3.4.1 provide opportunities for new and experienced members of staff to benefit from the mentoring relationship;
 - 3.4.2 assist new academic staff to become familiar with the University's culture, goals, systems and procedures;
 - 3.4.3 support new and inexperienced academics in the development of their teaching, masters & doctoral supervision and pedagogical context including skills needed to supervise a diverse student population;
 - 3.4.4 assist academic staff with career development;
 - 3.4.5 support academics in their role as researchers;
 - 3.4.6 improve student evaluation of teaching through academic development and mentoring;
 - 3.4.7 promote the understanding of transparent and equitable workload allocation;
 - 3.4.8 develop a sense of belonging in an academic community of practice;
 - 3.4.9 increase retention of academic staff.

4.0 Policy

Responsibilities of the Dean of Faculty

- 4.1 The Dean delegates responsibility for implementing the scheme to Heads of Programmes.
- 4.2 The Dean will also serve as mentor.
- 4.3 The Dean determines how a respectful and helpful relationship may be developed amongst peers who will inevitably have considerable experience and yet will still benefit from having a mentor. A peer mentoring approach is recommended where cross-Faculty or even cross-programme relationships are fostered.

Responsibilities of the Mentor

- 4.4 The mentor works with the mentee to guide them, giving constructive feedback and advice, in undertaking their responsibilities for research, teaching and internal and external service.
- 4.5 The range of roles a mentor fulfils will vary over time depending on the level of appointment and the circumstances and needs of the individuals involved.
- 4.6 The Dean of Faculty will in general expect each mentor to be:
- 4.6.1 keeping in touch regularly with their mentee through development of a schedule of planned meetings;
 - 4.6.2 helping their mentee to clarify research, teaching and administration objectives within the framework of the Faculty and the University;
 - 4.6.3 providing advice, particularly about long-term career goals, and how to achieve these during their employment with the University;

- 4.6.4 ensuring that the member of staff is fully aware of the criteria in relation to probation (where applicable);
- 4.6.5 giving advice to the member of staff when requested and offering advice when this is believed to be appropriate;
- 4.6.6 participating in peer review of their mentee's full range of teaching (lectures, seminars, tutorials classes), research (grant proposals, academic publication writing, dissertation/thesis supervision and marking, conference presentations) and administrative duties (routine streamlining of teaching and research and any special roles assigned by the Dean or delegate), and providing constructive feedback and advice;
- 4.6.7 discussing any evaluation of teaching through feedback obtained by the member of staff (e.g. student questionnaires, structured discussion groups with students, peer, Head of Programme, or Dean);
- 4.6.8 discussing performance with other researchers in the member of staff's area of expertise, with the agreement of the person being mentored, if the mentor is not an expert in the research area of the mentee, and providing constructive feedback;
- 4.6.9 offering to sample part of the administration work, discussing performance with peers and users of the service, and giving feedback to the member of staff.

Responsibilities of the Mentee

4.7 The mentee should take responsibility for the mentoring relationship by:

- 4.7.1 maintaining active contact with the mentor and meeting at agreed times;
- 4.7.2 seeking advice or support when necessary, without expectations that solutions will necessarily be offered;
- 4.7.3 providing mentors with open access to their research, teaching and administrative activities;
- 4.7.4 developing a career in research, teaching and administration in line with the Faculty and University goals in these aspects of academic work;
- 4.7.5 maintaining (optionally) a personal academic (e-)portfolio of evidence to support claims of activities, developments and innovation in research, teaching and administration;
- 4.7.6 working closely with the Dean, the Mentor and colleagues to meet the Faculty's and University's research, teaching, supervisory goals and administrative responsibilities.

Governance

4.8 The Dean of Faculty is accountable for assignment of mentors and the effectiveness and consistency of the mentoring process within their Faculty.

4.9 Concerns that may arise out of the mentee/mentor relationship must be resolved mutually in the first instance. In exceptional circumstances when a resolution is not reached it should be jointly referred to the Mentee's line manager.

4.10 The mentoring process is non-bureaucratic and no formal documentation is expected of or required from the Mentor.

Confidentiality

- 4.11 The mentoring process is normally confidential between the two individuals concerned, unless both deem it necessary to consult with the Dean of Faculty.
- 4.12 Under extreme circumstances either the mentor or the mentee may raise concerns with the Dean of Faculty.