The Department of Medicine Mentoring Program -

A Guide for Mentees

Welcome to the Department of Medicine Mentorship Program. This program is provided for the benefit of newly appointed faculty of the Department of Medicine, and is a requirement of faculty appointment. Mentors are experienced faculty members who are willing to meet frequently, (minimum 4 meetings per year), who understand departmental and Faculty of Health Sciences organization structure and academic processes, and have a strong research and/or educational track record. In addition, faculty mentors have personal characteristics which suit them for the role such as approachability, empathy, open-mindedness and supportiveness. Following the review of your survey responses, Dr. Harle will initiate contact to discuss potential mentors (in an alternate division) and facilitate introductions. If there is an already established relationship with a mentor, that is currently successful, please let Krista Knight or Dr. Harle know, and this may be extended upon approval of the mentor.

This guide is designed to provide information about this program which is an important component of success as an early career faculty colleague. Most information about the program, and about Faculty/Department academic processes is either within this Guide or referred to within it. It is designed to provide an overview of the program, providing information for the reader, as well as an outline of interactions with the mentor. It is expected that questions around career development be discussed with the mentor, the Division Chair or the Department Head, as appropriate. However, if there are questions about the mentorship program itself, please do not hesitate to contact Dr. Ingrid Harle, Mentoring Program Director, at Ingrid.Harle@kingstonhsc.ca, or Krista Knight, Mentoring Program Assistant, at krista.knight@queensu.ca.

The Department of Medicine, and the Mentorship Program, wish ongoing success in this fruitful mentor-mentee relationship.

Dr. Ingrid Harle
Mentorship Program Director

Dr. Stephen Archer
Head, Department of Medicine
Department of Medicine Mentorship Program. – A Guide for Mentees

The Department expects mentoring to be a reciprocal and collaborative relationship between 2 individuals (the mentor, being an experienced more senior individual, and the mentee, being a less experienced and newly appointed individual) in which they share mutual responsibility and accountability for helping the mentee to work toward achievement of clear and mutually defined academic goals. This must be a no-fault relationship that either party has the right to terminate at any time given a well-founded reason, without risk to the career of either party.

What is the Department of Medicine Mentorship Program?

Vision of the Program
By having the guidance and continuing support of an experienced mentor, the vision of the program is:

- To provide a welcoming and supportive environment for newly appointed faculty.
- To enhance professional development, including promotion through the Professorial ranks.
- To promote improved job satisfaction and performance in the workplace.

Objectives

1. To provide an informal setting within which senior faculty members may share their wisdom and experience.

2. To help newly appointed faculty members to:
   - Mature successfully in their new role as a faculty member, obtain the necessary knowledge of the assumptions, expectations and deliverables that are required for career success.
   - Develop goals and action plans.
   - Understand and navigate an academic environment.
   - Meet leaders and others in the organization to establish and maintain a productive network of colleagues.
   - Successfully manage an academic career
   - Develop skills to become future mentors

3. To facilitate a team approach to successful development of newly appointed faculty.
4. To enhance departmental collegiality and morale.
5. To contribute to the recruitment and retention of early career faculty members
6. To help create mechanisms for rewarding contributions leading to success in early career colleagues.

Who is the Program for (the Mentees)?

- All newly appointed faculty
- Participation in the Mentoring Program is an requirement of appointment at the Department of Medicine.

Expectations of Mentees

- Accept one’s personal responsibility for own career development.
- Commit time and energy to mentor/mentee relationship.
- Be open to suggestions, advice and feedback.
- Set goals and timetables for completion of projects, attainment of milestones and invite reflections on progress. These action plans can be reviewed at each mentor/mentee meeting.
- Listen and ask questions.
• Be open about thoughts and feelings, provide feedback on what works and what doesn’t.
• Undertake honest self-assessment regularly.
• Share mistakes and perceived areas for improvement.
• Identify barriers to the achievement of goals and provide potential solutions.

Who are the Mentors? (Characteristics and Qualifications)

• Senior faculty members.
• Interested in being a mentor.
• Willing to make time for this endeavor (minimum 4 meetings per year)
• Understand departmental and Faculty organization, academic processes, and possible sources of external support.
• Approachable, empathetic, non-judgmental and supportive.

Expectations of Mentors

• Maintain confidentiality about shared information.
• Meet with the mentee four times a year to discuss career goals and progress; document the discussions in a confidential file, report to the mentoring program that meetings have occurred, via an online form. Do not report on specific topics discussed.
• Assist mentee in focusing goals and timing of career planning.
• Provide appraisal and formative feedback.
• Serve as a role model of professional competence and behaviour.
• Undertake as appropriate, on behalf of the mentee: sponsorship (networking opportunities, introductions to organization leaders, promote their exposure in the institution), enhancement of problem solving and leadership skills, challenge to accept appropriate new responsibilities within job descriptions, assistance in adapting to cultural norms and academic bureaucracies.
• Be a safe place where frustrations, doubts, concerns can be voiced without fear of reprisal.
• Be prepared to advocate on the mentee’s behalf if required, and only with the mentee’s permission.
• Have fun and create an enjoyable relationship.
• Request and facilitate an annual evaluation of mentor by mentee and any evaluation of the mentoring program.

Queen’s University Promotion Policy

Queen’s University Tenure Policy
Useful Forms for Mentorship Activities.

1. Mentorship Agreement

The following is a sample mentorship agreement. This agreement is made between a mentor and a mentee entering into a new mentorship relationship. It can empower both parties to invest in this relationship and outlines expectations and needs to ensure the foundations of the relationship are agreeable to both parties. It is recommended that this be utilized, and reviewed, at the first meeting. This form is available on the Department of Medicine website (identified as Mentorship Agreement Form”) for you to download and use.

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<th>Mentorship Agreement</th>
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<td>Mentor</td>
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<td>Mentee</td>
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Purpose and desired outcomes of the mentoring relationship:

Activities to be conducted:

Expectations:

Communication methods and frequency:

Actions to take if problems arise:

I agree to enter this mentorship relationship as defined above and will maintain confidentiality.

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<th>Mentee:</th>
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2. Confidential Documentation of Meetings

The Mentor is asked to maintain confidential records of each mentoring meeting, to be kept in confidence between the mentor and the mentee. The mentor may choose any approach to documentation considered appropriate. Suggested forms can be found on the Queen’s Department of Medicine website. The mentor may elect to modify the forms, to create their own, or simply record notes in free form. The expectation is that the mentor maintains records of the required mentorship meetings and uses them to support a productive and successful mentoring relationship.

3. Notification to mentorship program that a meeting has occurred.

The Department of Medicine Mentorship Program wishes to do everything it can to support the mentoring process and to ensure that meetings are taking place. After each mentor/mentee meeting, the mentor must goto the DOM Mentoring page and complete the online “Mentoring Meeting Form” and submit to Krista Knight. The content of the meeting remains confidential between the mentor and mentee. This form simply documents that the required meeting took place.

Documentation

This should be modest and convenient for Mentors. Forms are available on the DOM website.

1. FIRST MEETING
   - Mentor and Mentee complete and sign “Mentorship Agreement” form for their personal records.
   - Mentor makes confidential record of meeting
   - Mentor completes “Mentorship Meeting Form”

2. SUBSEQUENT MEETINGS
   - Mentor makes a confidential record of meeting
   - Mentor completes “Mentorship Meeting Form"