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Mentorship and Supervision Guide



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MENTORSHIP AND SUPERVISION GUIDE

► Who is a Mentor?

A mentor is someone who engages in a long-term, ongoing relationship with a DRILL candidate (also known as the DRILL Fellow) by mutual agreement. The relationship is regulated by the participants to discuss issues relating to research and career progression and the achievement or lack thereof, of pre-set goals. Mentoring is a developmental relationship between a mentor and a DRILL Fellow based on trust, respect, understanding and empathy.

“ Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé). ”

Bozeman, B. & Feeney, M.K. (2007).
Toward a useful theory of mentoring:
A conceptual analysis and critique.
Administrative and Society 39 (6): 719-739.

Criteria for selection of mentors

The following will be considered, among others, as criteria for selection of mentors:

- Academically sound
- Good personality profile

- Good leadership potential
- Good research profile
- Experience with issues related to career development (e.g. promotion & NRF rating process)
- Experience with building research networks/ collaborations
- Skills to develop a productive and effective professional relationship with DRILL Fellows
- Ability to listen with empathy
- Ability to help a DRILL Fellow to work things through and establish his/her own insights

Roles and responsibilities of mentors

- Give support and guidance to the DRILL Fellow on a one-on-one basis
- Assist in development of problem solving skills
- Mediation where necessary
- Consideration for and assisting with DRILL Fellows' professional development needs and promoting the holistic development of the mentee as an academic
- Relationship building
- Advise and share knowledge with DRILL Fellows
- Be a role model
- Encourage participation in academic and non-academic matters
- Facilitate access into the research community where possible and appropriate and provide guidance on building collaborations/networks
- Be committed to the mentoring programme
- Promote effective time management
- Alert DRILL Fellow to suitable academic and research events, attendance of seminars (related and non-related)
- Take responsibility for mentoring researcher allocated to him/her
- Report to DRILL Executive on general progress on a 6-monthly basis after discussion and input from both supervisor and DRILL Fellow

- Monitor academic and general coping and, where appropriate, facilitate access to necessary additional support
- Assist the DRILL TAC to make decisions on the future of DRILL Fellows at risk
- Address tutoring/supplemental instruction of DRILL Fellows where necessary and in consultation and collaboration with the supervisor
- Be a role model to supervisors regarding the role and responsibilities of a mentor.

▷ What is Supervision?

Supervision is an activity, undertaken by someone occupying a formal role within UKZN/DOH, that has some explicit expectations and accountabilities for both the person being supervised, and the UKZN/DOH which provides the context for the supervisory relationship. The relationship is ultimately defined by the policy documents of UKZN. The position is occupied by a person approved by the UKZN/DOH who can be removed from or replaced in that role under conditions specified by the UKZN/DOH. UKZN is responsible for the quality control of the supervisory relationship through mechanisms such as DRILL Fellow evaluations, performance evaluations, etc.

“ Supervision in the academic context is a process to facilitate the student becoming an independent professional researcher and scholar in their field, capable of adapting to various research arenas, whether university or industry based. ”

Margot Pearson & Angela Brew. (2002).
Research Training and Supervision
Development.
Studies in Higher Education 27(2): 135.

Responsibilities of a Supervisor

The supervisor’s responsibilities include being available to support their graduate DRILL Fellows at every stage, from formulation of the research project through to establishing methodologies and discussing results, to presentation and possible publication of dissertations and research. Supervisors must also ensure that their DRILL Fellows’ work meets the standards of the University and their academic/professional discipline.

The following is a list of fundamental supervisor responsibilities, compiled from the literature, which support good practice in graduate research supervision:

- Assist the DRILL Fellow with the selection and planning of a suitable and manageable research topic
- Be sufficiently familiar with the field of research to provide guidance and/or have a willingness to gain that familiarity before agreeing to act as a supervisor
- Be reasonably accessible to the DRILL Fellow for consultation and discussion of academic progress and research (the frequency of meetings will vary according to the discipline, stage of work, nature of the project, independence of the DRILL Fellow, full- or part-time status, etc.)
- Respond in a timely and thorough manner to written work submitted by the DRILL Fellow, with constructive suggestions for improvement and continuation (good practice suggests that turn-around time for comments on written work should not exceed three weeks)
- Keep clear documentation regarding the supervisory process and outcomes
- Make arrangements to ensure continuity of supervision if absent for extended periods, (e.g. a month or longer)
- Assist the DRILL Fellow, when necessary, in gaining access to facilities or research materials
- Ensure that the research environment is safe, healthy and free from harassment, discrimination and conflict
- Work to achieve consensus and resolve

Mentor	Supervisor	DRILL Fellow
<p>This is a senior academic whose focus is on personal academic growth of the DRILL Fellow.</p> <p>A mentor is a role model, has expertise in the area, acts as an access to resources and provides links to the community.</p> <p>A mentor engages in a long-term, ongoing supportive relationship with the DRILL Fellow by mutual agreement.</p> <p>The relationship is regulated by the mentors/supervisors/ DRILL Fellows to discuss issues relating to research and career progression and the achievement, or lack thereof, of pre-set goals.</p> <p>A mentor should be a champion, inspiring supervisors and DRILL Fellows to realise their full potential and identify learning opportunities.</p> <p>A mentor facilitates reflection on practice, performance and experiences, shares knowledge and identifies areas of interest or concern.</p> <p>It is important to recognize that the role of a mentor is not that of a counsellor - they should not provide a life coaching service or therapeutic interventions, but may make such referrals if indicated. The mentor has a monitoring role in as much as he/ she is alert to academic or general problems arising that might be impacting on the DRILL Fellow, and has a responsibility to engage with the DRILL Fellow on this and facilitate referral for additional support where indicated and with consent (except in exceptional circumstances).</p> <p>Compared to the supervisor, the mentor's role is more supportive and developmental.</p>	<p>This is a mid-career/research academic whose focus is on the fulfilment of UKZN/DOH-determined educational goals.</p> <p>A supervisor is available to support the DRILL Fellow from conceptualization of the study, through to establishing methodologies and discussing results, to presentation and possible publication of a dissertation or research.</p> <p>Supervisors must also ensure that their DRILL Fellows' work meets the standards of their University and their academic discipline.</p> <p>Compared to the mentor, the supervisor's role is more technical.</p>	<p>This is the graduate DRILL Fellow.</p> <p>It is compulsory for the DRILL Fellow to attend career trajectory meetings with supervisors and mentors on a regular scheduled basis to discuss goals, areas of interest, concerns, reflection on practice and sometimes to debrief.</p> <p>DRILL Fellows will be required to commit to a yearly mentorship contract which will provide the guidance and outcomes for each year and can be renewed afterward, if desired by the mentor, supervisor and DRILL Fellow.</p> <p>DRILL Fellows and their supervisors will be expected to submit 6-monthly progress reports. The renewal of funding will be considered on an annual basis subject to satisfactory progress being made.</p>

SMART Goals Tool

Goals	Performance criteria	Progress by 3 months	Progress by 6 months	Progress by 9 months	Date achieved	Resources required to accomplish goals

MENTOR/DRILL FELLOW CONTRACT

▷ Level of learning

What level is the DRILL Fellow, and what is their scope of practice? Are they wishing to use this opportunity to progress in their role? If so, what level or role do they want to achieve?

▷ Proposed meetings

This contract will be in place for one year. Initially you both need to agree on a schedule of meetings for the first 6 months. How often would you like to be in contact? Will it be monthly, fortnightly, weekly?

▷ What mediums do you wish to use to stay in contact?

Skype and emails are recommended, but you can use chat mediums as well, such as hangouts, Facebook, etc.

▷ Seeking mentors between proposed meetings

If the DRILL Fellow has an issue, question, need to debrief or any other concerns and wishes to contact their mentor, within what time-frame does the mentor need to be able to respond to the DRILL Fellow?

▷ If either party wishes to terminate the contract

Please contact organisers as soon as possible.

▷ Goal setting and revision dates

Initial meeting : _____

3 month revision meeting : _____

6 month revision meeting : _____

▷ Reporting dates

What are the requirements for reporting for the grant? What are the deadlines? Who drafts the first report for discussion?

▷ Contract commenced

Mentor : _____ Date : _____

DRILL Fellow : _____ DRILL theme lead (Co-PI) : _____

MENTORSHIP FEEDBACK TEMPLATE

For scheduled meetings

Please ensure that if a meeting was cancelled, the reason gets captured on this form under 'Progress' and submitted to the Project Manager (PM).
 PM to follow up with DRILL Fellow. Please submit form to PM within 36 hours of meeting.

Date of meeting									
Name of Senior Mentor									
Name of Supervisor									
Name of DRILL Fellow									
Objectives	Progress	Successes	Challenges	Strategies to address identified challenges	Plan for next 3 months	Plan for next 6 months	Plan for next 9 months		
At first meeting these will be set			Could be lack of resources; personal issues; workload; ability to manage time						
At subsequent meetings, achievement of these, and reflection on these, will need to be captured									

FOLLOWING A DISTRESSING EVENT OR PROBLEM

Sometimes an event impacts on academic and research practice and can be troubling and it will be a very good opportunity to debrief with your mentor. Often it is a situation in which they may have been involved before and can help reflection and understanding. This tool is designed to allow the mentor to understand what is troubling the DRILL Fellow and the mentor may be able to provide guidance and advice regarding obtaining additional support before you make contact with the Project Manager. Please fill it in and send to your mentor prior to your scheduled meeting.

Describe the event or situation that is distressing you.

What did you do well and should repeat next time?

What went wrong, which you should avoid next time?

What are your insights/personal observations that could help others in a similar situation?

What follow-up actions need to be taken?

How do you feel about the event/situation now?





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