



The Department of Medicine Mentoring Program – A Guide for Mentors

All documents that are referred to in this Guide (including the Guide, identified as “**A Guide for Mentors**”), are available on the Department of Medicine website at

<https://medicine.med.ubc.ca/faculty/mentorship-equity-inclusion/mentorship-equity-inclusion-resources/>

Thank you for being a mentor for an early career member of the Department of Medicine or for considering this role if you have not previously mentored in the Department of Medicine. Our mentors are individuals at the rank of professor or associate professor, who are interested in mentoring, willing to make time for the endeavour (minimum of 2 meetings per year), understand departmental and Faculty organization and academic procedures, have a strong research and educational track record and have personal characteristics which suit them for the role (approachable, empathetic, non-judgmental and supportive). Following consultation with the department mentoring committee, we asked you to take on this role. Optimally this request has been made during the recruitment process for a new department member.

This Guide is designed to provide you with information and support as you take on responsibilities which are an important component of the success of our new faculty colleagues. Most of what you need to know about the program and about Faculty/Department academic procedures is either within this Guide or referred to by it. Please do not hesitate at any time to contact Sharlene Gill at sgill@bccancer.bc.ca for any issues or questions in regard to the program and your role within it, or Lygia Siqueira at lygia.siqueira@ubc.ca, who provides administrative support to the Program and can provide you with needed materials about department policies and programs. The Department mentoring Committee is also available to you for help or guidance. We wish you and your mentee success as you launch this relationship.

The Department Mentoring Program was established by Norman Wong in January 2005. Previous Directors of the Mentoring Program include John Cairns (2010- 2018) and Diane Lacaille (2018 – 2020) Sharlene Gill assumed this role in October 2020. She has overall responsibility for the Program and is directly accountable to the Department Head. Sharlene chairs the Department Mentoring Committee (John Mancini, Neil Reiner, Anita Palepu, Graydon Meneilly and Thomas Kerr), which provides support, advice and oversight. The Department of Medicine Mentoring Program is outlined below.

Department of Medicine Mentoring Program

The Department expects mentoring to be a reciprocal and collaborative relationship between 2 individuals (the mentor being an experienced and more senior individual, the mentee being less experienced and at the rank of instructor or assistant professor), 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 Mentoring Program?

Vision

Every new tenure track, grant tenure track or partner track department member will have a welcoming and supportive relationship with an established academic mentor throughout the initial years of their appointment and until their achievement of tenure and/or promotion to Associate Professor. The mentor will establish a secure and confidential environment of trust within which to share their wisdom and experiences, and to coach, challenge and sponsor their mentee.

The Department of Medicine Mentoring Program operates within and is complementary to the Faculty of Medicine Mentoring Program

Objectives

1. To provide a formal setting within which senior faculty members may share their wisdom and experience.
2. To help junior faculty members to:
 - Achieve tenure and first promotion
 - Mature successfully in their new role as a faculty member, obtaining the necessary knowledge of the assumptions, expectations and deliverables that are required for career success
 - Develop goals and action plans for milestones such as Tri-Council and other funding, publication and teaching excellence
 - Understand and navigate an academic environment
 - Meet leaders and others in the institution in order to establish and maintain a productive network of colleagues
 - Successfully manage an academic career
 - Develop the skills to become future mentors
3. To facilitate a team approach to successful development of junior faculty.
4. To enhance departmental collegiality and morale
5. To contribute to the recruitment and retention of early career faculty members
6. To help to create mechanisms for rewarding contributions leading to success in early career colleagues.

Who is the Program for (the Mentees)?

- All new tenure track, grant tenure track or partner track faculty in their first academic appointment
- Participation in the Mentoring Program is an expectation for all such faculty members

Expectations of Mentees

- Accept personal responsibility for their own career development
- Commit time and energy to mentor/mentee relationship
- Be open to suggestions, advice, feedback
- Set goals and timetables for completion of projects, attainment of milestones and invite reflections on progress towards them. 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 goal achievement and provide potential solutions

Who are the Mentors? (Characteristics and Qualifications)

- Associate or Full Professor
- Interested in being a mentor
- Willing to make time for this endeavour (minimum 2 meetings per year)
- Understand departmental and Faculty organization, academic procedures, and possible sources of external support
- Approachable, empathetic, non-judgmental and supportive

What are the Expectations and Roles of a Mentor?

- Maintain confidentiality about shared information
- Meet with mentee at least twice a year to discuss career goals and progress; document the discussions in a confidential file, report to the Mentoring Committee that meetings have occurred (but not the specific topics discussed)
- Assist mentee in focusing goals and timing of career development plans
- 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 institutional leaders, promote their exposure in the institution), enhancement of problem solving and leadership skills, challenge to accept appropriate new responsibilities within job description, assistance in adapting to cultural norms and academic bureaucracies
- Be a "haven" 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
- If you encounter a circumstance where you require direction from the Department of Medicine on challenging information regarding the mentee, please contact the Director, Sharlene Gill
- Have fun and create an enjoyable relationship
- Request and facilitate an annual evaluation of mentor by mentee and of any evaluation of the mentoring program

UBC Department of Medicine Mentorship Timetable

Milestone	Activity	Chronology
Recruitment process	Appointment of mentors: -Mentor appointed for every assistant professor -Department Head chooses mentor in consultation with Department mentoring Committee and confirms with mentor and mentee	During recruitment process and well before actual commencement of appointment
Faculty Appointment	Booking 1st meeting: - Ideally the Mentor takes the initiative to book the first meeting with the mentee	Within 1 st month of appointment
Mentor/Mentee Interactions	1st meeting between mentor and mentee: - Mentor and mentee complete a “ Mentoring Agreement Form ” (on website and on page 7) -Mentor records whatever information seems appropriate in a confidential file (example forms on website) - Mentor and mentee agree on date for next meeting - Mentor completes “Mentoring Meeting Documentation Form” (Available and can be submitted from website)	Within 1 st two months of appointment
	2nd-4th meetings: -Regular meetings every 3 – 4 months - Confidential report to mentor file and documentation of meeting to Program Assistant (see above)	Within 1 st twelve months of appointment
	5th-nth meetings: -A meeting every 3-4 months -Confidential report to mentor file and documentation to Program Assistant following each meeting	Continues through duration of mentoring relationship
Review of Mentor	Report from mentor and mentee to Division Head and Director of mentoring Program -Mentor and mentee discuss and agree on whether or not the mentoring relationship should continue - Evaluation submitted to Division Head and Director of Mentoring Program -Reappointment of mentor or appointment of new mentor	Within year 1, and biannually thereafter
Promotion to Assoc Professor and Granting of Tenure	Mentoring Program completed	5 th to 7 th year of appointment

UBC Tenure and Promotion Schedule

A principal focus of the mentoring program is the achievement of tenure and promotion of the mentee on the required timelines. Although the processes are standardized and clearly set out, there is often uncertainty in the minds of mentees and even among mentors who may not be dealing with this schedule on a regular basis. The schedule for an assistant professor appears below. This schedule is appended to each candidate's offer letter with dates filled in, which can be copied to the mentor as a guide to the mentoring process.

Tenure Track Faculty Schedule:

Year 1	Appointment for 4 years; tenure clock begins on July 1
Year 2	Department of Medicine internal career progress review
Year 3	Department of Medicine internal career progress review
Year 4	Review for reappointment; if successful review.
Year 5	Candidate may request an optional review for promotion to Associate Professor. Only candidate may stop the review process in this year. (tenure automatic if promoted)
Year 6	Candidate may request an optional review for promotion to Associate Professor. Review may be stopped by the candidate, Head, or Dean, at any time leading up to the President's decision.
Year 7	Mandatory Tenure and Promotion Review.
Year 8	If promotion and tenure denied, terminal year provided

Name: _____

Scheduled Activity	Effective Date(s)		
Initial tenure-track appointment at UBC	[start date in Year 1]	to	June 30, [Year 3]
Start date of tenure clock	July 1, [Year 1]		
Year in rank for purpose of placement on the CPI scale	[previous equivalent experience]		
Start date of sabbatical accrual	[start date of appointment]		
Reappointment Review	[Year 4]		
Reappointment	July 1, [Year 4]	to	June 30, [Year 6]
Mandatory Tenure and Promotion Review	[Year 7]		
If Tenure Denied, Terminal Year	[Year 8]		

Notes:

- Regardless of the start date, the 1st appointment will always end on June 30 (more or less than 4 years)
- Tenure clocks always start on July 1 of the year of hire
- The academic year is July to June
- Maternity & parental leaves automatically extend the tenure clock by 1 year per birth/adoption unless waived
- For tenure clock extensions, add an additional year within that appointment period.

The above charts are extracts from the detailed UBC documents. The full text is available in "Guide to Reappointment, Promotion and Tenure Procedures at UBC" to be found on the Department website.

Partner Track Faculty Schedule:

Year 1	Appointment for 3 years;
Year 2	Department of Medicine internal career progress review
Year 3	Department of Medicine internal career progress review Review for reappointment; if successful review, 1st reappointment for 3 years
Year 4	Candidate may request an optional review for promotion to Associate Professor
Year 5	Candidate may request an optional review for promotion to Associate Professor
Year 6	Review for 2 nd reappointment, 2 nd reappointment for 2 years
Year 7	Mandatory Promotion Review.
Year 8	If promotion denied, terminal year provided

Name: _____

Scheduled Activity	Effective Date(s)		
Initial appointment at UBC	[start date in Year 1]	to	June 30, [Year 3]
1 st Reappointment Review	[Year 3]		
1 st Reappointment	July 1, [Year 4]	to	June 30, [Year 6]
If not promoted, 2 nd Reappointment Review required.	[Year 6]		
2 nd Reappointment	July 1, [Year 7]	to	June 30, [Year 8]
Mandatory Review for Promotion	[Year 7]		
If Promotion Denied, Terminal Year	[Year 8]		

Notes:

- Regardless of the start date, the 1st appointment will always end on June 30 (more or less than 3 years)
- The academic year is July to June
- Maternity & parental leaves automatically extend the tenure clock by 1 year per birth/adoption unless waived
- For promotion clock extensions, add an additional year within that appointment period.

The above charts are extracts from the detailed UBC documents. The full text is available in “The Faculty of Medicine Policy on Partner Appointments” to be found on the Department website.

Useful Forms to assist you in your mentoring activities.

1. Mentoring Agreement

The following is a sample mentoring agreement. A mentoring agreement between a mentor and a mentee entering into a new mentoring relationship can empower both parties, and avoid problems further down the line. We recommend that you review and consider using this form (or modifying as you wish) at the first meeting. This form is available on the Department website (identified as “**Mentoring Agreement Form**”) for you to download and use.

Mentoring Agreement	
Mentor	
Mentee	
<p>Purpose and desired outcomes of the mentoring relationship:</p> <p>Activities to be conducted:</p> <p>Expectations:</p> <p>Communication methods and frequency:</p> <p>Actions to take if problems arise:</p> 	
<p>I agree to enter this mentoring relationship as defined above and will maintain confidentiality.</p>	
Mentee:	Mentor:
Date:	Date:

2. Confidential Documentation of Meetings

You need to keep a record of meetings between you and your mentee. These records should be kept in confidence between you and your mentee. You may choose any approach to documentation that you consider appropriate. You may find one of the following forms useful to document meetings. Both are on the website. The “**Confidential Record of Mentoring Meeting**” has been in use for sometime by some mentors. The “**GROW Model Record of Mentoring Meeting**” form was developed at the University of New South Wales and is suggested by the Faculty of Medicine as a useful guide to prepare for and document a mentoring session. The record form is pretty much self-explanatory, but you may find more details in the “**Early Career Faculty Mentoring Program Handbook**” on the Department website. You may elect to modify one of these forms, to create your own, or to simply record notes in free form. The expectation is that you maintain records of your meetings and use them to support a productive and successful mentoring relationship.

2.a. Confidential Record of Mentorship Meeting

Name of Mentee:		
Date of Meeting:		
Items for Review <i>One item can become a major topic of current/future meeting.</i>	Milestones <i>The whats, whens, and hows – a major (ex: setting up an office) or a minor task (ex: getting multi-media assistance) is accomplished</i>	Barriers <i>Steps to resolve barriers – Bureaucratic, Administrative, Social, Others...</i>
Examples of Items:		
1. Clinical Practice: - Billing number, tracking of billing - Getting office support- - Receptionist/typing - Advertising - Sharing/Solo Office Participation in CME delivery		
2. Teaching - Faculty development syllabus for courses on teaching improvements - Multi-media assistance - Peer review of teaching (small group, lectures)		
3. Promotion - Review of promotion requirements - Getting in order: cv, publication list, referees, teaching evaluation...		
Potential items for discussion with Division or Department Head		
1.		
2.		
Proposed focus/topic(s) and date for Next Meeting:		

**2 b. Optional Preparation and Documentation Tool for Mentoring Meetings
using the GROW Model**

Name of Mentee: _____
Date of Meeting: _____
Goal: _____ _____ _____
Reality 1. Accomplishments to date: _____ _____ _____
2. New Challenges: _____ _____ _____
Options _____ _____ _____
Wrap-up 1. Strategies to achieve goal: _____ _____ _____
2. Evidence of progress: How will you know you're making progress? _____ _____ _____
3. Milestones: Sketch a brief timeline of milestones: _____ _____ _____

3. Notification of mentoring Program that a meeting has occurred.

The Department Mentoring Committee wishes to do everything it can to support the mentoring program and to ensure that meetings are taking place. After each mentor-mentee formal meeting, the mentor is requested to go to the Department website, complete and submit the “Mentorship Meeting Documentation” form online. The content of the meeting remains private between the mentor and mentee – the form simply documents that a formal meeting took place.

MENTORSHIP MEETING DOCUMENTATION FORM

This form <http://medicine.med.ubc.ca/faculty-mentoring-meeting-form/> is available on the Department of Medicine website <http://medicine.med.ubc.ca/> where it can be completed and submitted after every meeting.

This form simply documents that a mentorship meeting took place. The mentor is responsible for making whatever documentation of the meeting is thought to be appropriate and should store the information in their office files.

Mentee _____

Mentor _____

Meeting Date _____

Meeting Place _____

Documentation

This should be modest and convenient for mentors. Forms are available on the Department website.

1. First meeting:
 - Mentor and mentee complete and sign “Mentoring Agreement “form for their personal records
 - Mentor makes a confidential record of the proceedings (example forms available on website)
 - Mentor completes “Mentoring Meeting Documentation” form on website
2. Subsequent meetings:
 - Mentor makes a confidential record
 - Mentor completes “Mentoring Meeting Documentation” for on website

Potentially Useful tools for Mentors

1. Drawing on Prior Experience.

Used thoughtfully, the following questions can help new mentors to prepare for an initial meeting with a new mentee, or as a refresher later in the relationship.

Instructions: Take a couple of minutes to think about your past mentoring experiences and write brief answers to these questions. A mentoring experience can, but need not be a formal institutional mentoring experience.

1. Identify the three most important mentors in your life.

2. Why did you pick these three? What made the experience worthwhile and meaningful?

3. What lessons can you bring to your new role as a mentor?

Adapted from: Zachary, L.J. (2005). Creating a Mentoring Culture. JosseyBass: San Francisco.

2. A Skills Inventory

The following skills inventory will help mentors to be aware of their strengths and limitations as mentors. It is important to remember that a mentor need not be infallible, or as Rabatin (2004) puts it, "...successful mentoring is less distinguished by innate personality than by supportive behaviours." The skills listed on the worksheet are learnable skills and attainable goals.

Instructions: Before your initial mentoring meeting, take a moment to review each of the eight mentoring skills and indicate how comfortable you are in using it by checking one of the two columns: high comfort level or low comfort level.

Skill	Comfort Level		Skill	Comfort Level	
	high	low		high	low
1. Brainstorming			5. Goal setting		
2. Brokering relationships			6. Problem identification		
3. Actively listening			7. Managing conflict		
4. Fostering accountability			8. Providing feedback		

Adapted from: Zachary, L.J. (2005). Creating a Mentoring Culture. JosseyBass: San Francisco.

REFERENCES

A. Essential for you as a mentor

1. <http://medicine.med.ubc.ca/> The Department of Medicine Website
2. <https://medicine.med.ubc.ca/faculty/mentorship-equity-inclusion/mentorship-equity-inclusion-resources/> The Mentoring Program portal lists downloadable versions of this **Guide to Mentoring**, all the forms referred to in this document, the **Early Career Faculty Mentoring Handbook - UBC Faculty of Medicine**, and additional materials you may find useful.
3. <http://medicine.med.ubc.ca/?s=Starting+Research+at+UBC+Department+of+Medicine&submit=Search> This website “Starting Research at UBC Department of Medicine” was developed by Doris Doudet and updated by Don Sin in January 2009. It is a goldmine of focused information and guidance for new faculty members, and may even be of direct use to you as an established faculty member. All mentees beginning a research-focused career should be referred to this site.

B. Useful for you as a mentor

1. Early Career Faculty Mentoring Handbook. UBC Faculty of Medicine. This handbook was developed by a number of senior Faculty of Medicine colleagues and is available on the Department of Medicine website. It is based on the latest research on mentoring in the field of medicine and is tailored more specifically to the UBC Faculty of Medicine. It discusses topics such as “What is mentoring?”, “What are the benefits?”, “How do I give it?” and provides an extensive list of references.
2. Guide to Reappointment, Promotion and Tenure Procedures at UBC. Available on Department website.

C. Essential for your mentee

1. <http://www.medicine.ubc.ca> The Department of Medicine website.
2. <https://medicine.med.ubc.ca/faculty/mentorship-equity-inclusion/mentorship-equity-inclusion-resources/> The Mentoring Program portal on the Department website carries downloadable versions of this **Guide for Mentees**, all the forms referred to in this document and additional materials you may find useful.
3. <http://medicine.med.ubc.ca/?s=Starting+Research+at+UBC+Department+of+Medicine&submit=Search> This website “Starting Research at UBC Department of Medicine” was developed by Doris Doudet and updated by Don Sin in January 2009. It is a goldmine of focused information and guidance for new faculty members, and may even be of direct use to you as an established faculty member. All mentees beginning a research-focused career should be referred to this site.
4. <http://www.research.ubc.ca/> This is the website of the UBC VP Research and International and is a source of extensive information on all of UBC’s research management.

5. <https://research.ubc.ca/support-resources/career-opportunities-support/new-faculty-orientation> This website is maintained by the VP Research and International and offers extensive general and research-specific orientation materials directed at new faculty members.
6. <http://hr.ubc.ca/benefits/> Follow the links to the faculty and staff self service web portal to gain access to extensive general and faculty member-specific data on all benefits, including pay cheques, insurance, T4 forms, etc. (Campus Wide Login and password required for access to portal)
7. <http://www.hr.ubc.ca/vwc/quickstart> An online, self-serve orientation tool directed at new UBC faculty members.
8. Guide to Reappointment, Promotion and Tenure Procedures at UBC. Available on Department website.

Revised: September 5, 2022