A Guide for Mentors
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Table of Contents

About 2018 - 2019 Rollins School of Public Health (RSPH) Mentoring Program 3
Mentor Qualifications & Time Commitment 3
Not Sure How to Mentor a Graduate Student? 3
Matching Process 3
Program Evaluation 4
Important Dates 4
What is Mentoring? 5
What Mentoring Is and Is Not 5
What is a Mentor? 5
Possible Benefits to Mentors 5
Manage Your Mentorship 6
Best Practices 7
Key Mentoring Skills 8
Mentoring Dos and Don’ts 9
What if Problems Arise? 9
Great Reads for Mentors 10
Sources 10
About 2018-2019 RSPH Mentoring Program
The program runs between January 2019 and December 2019. It targets 1st year RSPH students and seasoned professionals in the field of public health. Hundreds of Rollins graduates have benefited from this program previously. It is also a unique opportunity for the mentors to make a personal contribution to the professional development of RSPH students.

This program emphasizes professional development and postgraduate aspirations. The true purpose is to share your experiences with current Rollins students to provide real-world knowledge and insights. Although a student's participation may occasionally lead to an internship or field experience, this is not an expectation of the program.

Mentor Qualifications & Time Commitment
Any public health practitioner with a bachelor degree plus more than 3 years’ work experience or an advanced degree in related field. Mentors commit to participating in the program for a minimum of two semesters and should be able to e-mail or communicate with mentee(s) at least once every two weeks. The mentoring relationship can continue beyond the initial period if desired.

Our mentors and mentees have frequent e-mail and phone correspondences. Previous participants have found meeting in person once a month to be adequate. However, this program urges mentees to be flexible, proactive, and to set goals. Based on the discussion between you and your mentee, the format and frequency of interaction is completely your decision.

Not sure how to mentor a graduate student?
The Mentor Webinar will take place on Friday November 2nd from 12pm to 1pm, providing information and resources to assist you in interacting with our RSPH graduate students. It will also be recorded and will be provided to you by the Office of Career Development for your future reference.

During this webinar, we will have a guest speaker to share the experiences working and interacting with graduate students and then a 15 minutes Q & A session will follow in case you have any questions. It is a great resource for new mentors to get familiar with mentoring and to network.

Matching Process
Each mentoring group will consist of one public health professional as the mentor and 1 or 2 assigned student mentees to allow a close mentor-mentee relationship. Students will be selected based upon evidence of their commitment to maintain a mentoring relationship. In making matches based on the available pool of mentors, we do our best to match individuals with similar interests and experiences.

We usually have mentors across the country and around the world. Before matching, we ensure that our students understand their commitment to maintain active communications, which is even more important if he/she is assigned to a non-local mentor.
**Program Evaluations**
Each program participant will receive an online evaluation survey so that the Office of Career Development can obtain your feedback on the program and the success of your mentoring relationship. We also welcome personal and confidential comments.

**Important Dates** (Tentative – Subject to change)

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Mentor Recruitment Period</td>
<td>October 1-31, 2018</td>
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<tr>
<td>Mentee Application Period</td>
<td>November 1-9, 2018</td>
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<td>Mentor Webinar</td>
<td>November 2, 2018</td>
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<td>Mentee Mandatory Orientation Sessions (Mentoring 101)</td>
<td>November 28, 30 December 4, 5</td>
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<td>Matching Notifications</td>
<td>January 4, 2019</td>
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<td>Meet My Mentee/Mentor Networking Breakfast (Mentee/Mentor Pair Attendance Only)</td>
<td>January 25, 2019</td>
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<td>End of Program</td>
<td>December 31, 2019</td>
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What is Mentoring?
Mentoring is a process in which a more experienced individual (mentor) helps a less experienced person (mentee) discover new areas of knowledge and insights and develop new skills. Mentors also potentially assist mentees in setting professional goals through a series of ongoing, time-limited, confidential conversations and other learning activities. It is a relationship based upon mutual trust and respect.

What Mentoring Is and Is Not

Mentoring **Is**
- A commitment
- Being open minded
- Sharing experience
- Improving communication skills
- Increasing networking opportunities
- Developing/strengthening professional skills
- An expansion of one’s worldview

Mentoring **Is Not**
- A guarantee of a job
- Therapy
- Supervision
- Tutoring
- Effortless

What is a Mentor?
The mentor acts as the informal coach of the mentee. The mentor can often help the mentee set specific goals and work toward those goals.

Mentors are expected to be able to:
- Take time and provide attention
- Be a role model and an advisor
- Demonstrate commitment, competence, and a willingness to extend knowledge
- Help mentee build confidence by teaching skills and offering feedback
- See solutions and opportunities as well as barriers
- Respect and appreciate differences
- Exhibit trust and maintain confidentiality

Possible Benefits to Mentors
Benefits of mentoring a student may include:
- Making a personal contribution to the development of a future fellow professional
- Improving communication, training and/or coaching skills
- Strengthening knowledge base
- Increasing networking opportunities
- Extending worldview
Manage Your Mentorship

During your first meeting(s) with your mentee(s), we suggest you clearly define the relationship to best meet your and your mentees’ needs. This year, the Office of Career Development provides a Mentoring Action Plan Template for mentees. We encourage the mentees to use this template to develop their mentoring goals and plans. Please feel free to ask your mentee to share his/her Mentoring Action Plan with you. The following suggestions may also assist your initial discussions:

Set Goals
Establish mutually agreeable goals for the mentoring relationship. For example, discuss how often you will meet. If you have two mentees, you may want to decide who will assume responsibility for arranging each meeting.

Share Your Story
Mentees can learn through your career history and your work responsibilities – past, present, and future. Discuss what your organization desires in qualified candidates. Explain the work environment and culture. Graduate students often forget to evaluate these areas.

Establish Boundaries
All professional relationships have boundaries about what is and is not permitted. For example, what kind of telephone access will the mentee(s) have to you? What is the limit?

Determine Interests
Determine whether your mentee(s) is interested in job shadowing, attending meetings in your organization or a professional association, receiving information about professional meetings or conferences or other professional development opportunities.

Help Your Mentees Become “Socialized”
Notify your mentee(s) of conference calls, symposiums, or other types of professional development events that may be of interest. Introduce them to contacts and provide them with opportunities to interact with professionals in the field. Suggest resources.

Evaluate Individual Level of Professional Growth
It is important to consider the personal and professional history of your mentee(s) because it will largely dictate how the group proceeds. If you have two (2) mentees, assess each mentee carefully, considering development of professional and social skills, etiquette, and career direction. Recognizing individual needs early will help you tailor your mentorship more successfully.
Follow a Professional Code of Conduct
The mentor relationship should comply with professional code of conduct standards at all times. Mentors are not exempt from returning phone calls and e-mail correspondence.

Provide Constructive Feedback
Constructive feedback should be specific and nonjudgmental. It is based on observations of situations or behavior. The purpose of constructive feedback is to encourage discussion and improvement. Start with what you have observed and then provide suggestions on things that could be done differently.

Keep Career Development informed
Let the Office of Career Development know what is working well and what is not. If circumstances require you to discontinue your participation or if your mentees have not maintained contact, please contact us. We build our programs on participants’ comments and suggestions and welcome your candid feedback.

Other suggestions and activities:
- Suggest reading materials to supplement studies or interests
- Assist mentees in career exploration by discussing values, interests, and skills
- Find commonality; share your Rollins experiences (good and bad)
- Facilitate networking opportunities by introducing mentees to contacts and colleagues
- Share tips on how to balance professional and personal time
- Share interests and concerns
- Consider tickets to ballgames or other social events

Best Practices (Summarized from State Health Leadership Initiative Mentoring Guide)
- Think of yourself as a learning facilitator rather than the person with all of the answers
- Resist the temptation to control the relationship and steer its outcomes entirely
- Help your mentee(s) see alternative interpretations and approaches
- Encourage and inspire your mentee(s) to achieve his/her goals by leading by example and providing constructive feedback
Key Mentoring Skills

Linda Phillips-Jones, Ph.D., a mentoring expert and author of The New Mentors & Protégés: How to Succeed with the New Mentoring Partnerships, has studied hundreds of mentor-mentee relationships and developed a set of critical mentoring skills and competencies. The key mentoring skills provided here are adapted from her work. As you progress through your mentoring relationship, you may find these skills helpful.

Listening Actively
Listening actively is the most essential skill you will use throughout your relationship. Active listening not only establishes rapport but creates a positive, accepting environment that permits open communication. Examples include the following:
- Show interest in what your mentee(s) is saying, and reflect back important aspects
- If you are talking to your mentee(s) by phone, reduce background noise and limit interruptions

Building Trust
Trust is built over time. Trust comes from a sense of comfort with another person, and comfort comes from repeated experiences and exposure. You will increase trust by keeping your conversations and other communications confidential, honoring your scheduled meetings and calls, consistently showing interest and support, and by being honest with your mentee(s).

Determining Goals and Building Capacity
It is likely that your mentee(s) will ask you how you set and achieved your goals. You can help your mentee(s) identify and achieve his/her career and personal goals by doing the following:
- Assisting your mentee(s) with finding resources (e.g. people, books, articles, etc.)
- Imparting knowledge and skills by explaining, giving useful examples, demonstrating processes, and asking thought-provoking questions
- Helping your mentee(s) gain broader perspectives of career development
- Discussing actions you’ve taken in your career and explaining your rationale

Encouraging and Inspiring
According to Dr. Phillips-Jones’ research, giving encouragement is the mentoring skill most valued by mentees. There are many ways to encourage your mentee(s).
- Comment favorably on your mentees’ accomplishments
- Communicate your belief in your mentees’ capacity to grow personally and professionally and reach their goals
- Respond to your mentees’ frustrations and challenges with words of support, understanding, encouragement.
Mentoring Dos and Don’ts

**Do**
- Help your mentee(s) take initiative in your relationship
- Be open to the mentees’ ideas and discussion topics
- Be explicit about your own needs and limits (e.g. time constraints etc.)
- Always ask before making a suggestion or giving feedback
- Work through conflicts in caring ways; invite discussion of differences
- Recognize your mentee(s) for steps taken
- Keep your relationship on a professional basis
- Be prepared to end the formal relationship at the end of the program
- Keep the doors open for your mentee(s) in the future

**Don’t**
- Make your mentee(s) guess or learn by trial and error
- Assume your advice will be followed
- Expect a clone of yourself
- Assume your mentee(s) do not need reinforcement
- Avoid discussion of touchy subjects or force your solutions in conflicts
- Move quickly into friendship, if at all
- End the relationship prematurely or on bad terms

What if Problems Arise?
The unexpected happens. When it happens, take the initiative and contact your mentee(s). Discuss your situation with your mentee(s) and give your mentee(s) the information you feel they need to know. Get back to your mentee(s) with a new timeline for meetings/activities you have planned.

If you are not able to resolve issues with your mentee, please feel free to contact the Office of Career Development. You may find it helpful to discuss with the Career Development staff ideas and strategies for resolving problematic mentoring issues.
Great Reads for Mentors


Sources

Lillian Eby’s (University of Georgia) workplace mentoring research

Mentor Center of Palm Beach County

Mentoring Partnership of Long Island, The ABC’s of Mentoring

