



UNIVERSITY
OF
JOHANNESBURG

BUILDING CAPACITY TO USE RESEARCH EVIDENCE

Mentorship-*Plus* Guidelines

University of Johannesburg, South Africa
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Dear Mentor and Mentee,

Welcome to the UJ-BCURE mentoring programme. Thank you for your willingness to participate in this component of the UJ-BCURE project. This document serves as a guideline for mentors and mentees to ensure that we meet the needs of the mentees, deliver on specific objectives and that all participants understand what the process entails.

1. INTRODUCTION

The UJ-BCURE project, based at the University of Johannesburg, is a UK Department for International Development (DfID) funded project that aims to increase the use of evidence in decision-making through capacity development for selected officials in specific national government departments.

One of the components of the UJ-BCURE project is mentorships for government decision-makers in a one-on-one environment that enables individual capacity building and application of learning. More traditional mentorships are complemented with workplace visits, hence our use of the phrase ‘mentorship-*plus*.’

This document outlines the objectives, activities, schedule, and deliverables of the mentorship-*plus* component of the project as well as all documentation that is related to the mentorships.

2. SCOPE

The overall goal of the UJ-BCURE programme is to build a sustainable model of EIDM support that will benefit the wider South African government. Mentorship is an important component of the project. The mentorships will offer government employees in selected national government departments with experience and/or interest in evidence use, individual and team mentoring from more experienced individuals and/or peer-to-peer coaching. The focus is a peer learning mechanism. The aim of the mentorships are is to encourage the use of evidence in policy and practice through a series of workplace visits and contact between mentor and mentee. For the workplace visit, either the mentor or the mentee will go the other’s workplace, and have a face-to-face visit.

Mentors may be based locally, regionally, or internationally. Workplace visits will only be paid for by UJ-BCURE if the mentor is based in South Africa.

Recruitment:

Mentees are employed at a National Government Department in South Africa and must use evidence in decision-making processes. All mentees must have a specific outcome that they are working towards which will either benefit from an increased use of evidence, or relates directly to evidence-informed decision-making (EIDM), i.e. a new policy framework, an implementation plan, a white paper etc.

Mentors are contracted by UJ-BCURE based on the skills and expertise they have that can assist in the EIDM environment. The skills of our pool of mentors include:

- Conducting and use of systematic reviews
- Organisational development and leadership
- Information management
- Research methodology
- Using evidence in monitoring and evaluation
- Evidence synthesis
- Management of policy processes to improve evidence informed decision-making

Matching:

The matching of the mentee and mentor is based on the understanding of the particular needs of the mentee and the skills and expertise of the mentor. This is also based on the specific outcomes the mentee would like to achieve in the 6-week mentorship relationship. UJ-BCURE will also take into consideration the time that the mentor has available.

3. THE MENTOR-MENTEE RELATIONSHIP AND PROCESS

Every mentorship relationship lasts for six weeks. All mentors and mentees must complete a mentorship agreement form (attached to this document in point 4). The mentorship agreement form explains the relationship process, and also highlights the specific goal of the mentorship agreement. Every mentorship relationship should work towards a specific outcome. This is determined by the needs of the mentee.

After the 6-weeks of the mentorship are complete all parties will assess progress, review objectives, and in some instances, terminate the mentorship agreement. If the mentor and mentee feel that there

is still value in the mentorship relationship, the relationship can be renewed, after consultation with the UJ-BCURE team.

The mentorship programme will consist of informal and formal contacts, including telephonic, email, videoconferencing and in-person contact. It is advised that all mentors and mentees have at least one **in-person visit** during the six week duration of the mentorship agreement. The UJ-BCURE team will arrange the travel and over-night stay of the mentee if the mentor is based in South Africa. It is also possible for the mentor to visit the mentee, specifically where a mentor have more than one mentee in the same department.

Documentation required for mentorship-plus relationships:

In order to complete the mentorship-*plus* relationship the mentor and the mentee are required to complete documentation at the start and end of the 6-week period. All documents are included in this set of guidelines.

Documents for mentees:

- Mentorship agreement
- Pre-mentorship questionnaire for mentees
- Post-mentorship questionnaire for mentees

Documents for mentors:

- Mentorship agreement
- Pre-mentorship questionnaire for mentors
- Post-mentorship questionnaire for mentors
- Log sheet for all contact with mentee

Role of the mentor

The mentor is an experienced and skilled individual who acts as a counsellor and advisor towards the mentee. The mentor assists the mentee to reflect on outcomes of the mentorship agreement. The mentor act as a sounding board for the mentee and guide the mentee in the achievement of the mentorship objective. All mentors have experience in evidence-informed decision-making.

Role of the mentee

The mentee recognises his/her specific occupational development need with regards to evidence-informed decision-making and actively seeks assistance from the mentor. The mentee must interact with the mentor on a regular basis, taking into account the time constraints of both individuals. It is the responsibility of the mentee to contact the mentor for advice and guidance. It is advised that the mentee contact the mentor at least once a week, either by phone or email.

Role of UJ-BCURE

UJ-BCURE acts as a facilitator in the mentorship relationship. UJ-BCURE will actively engage with mentors and mentees, ensuring the matching of the correct mentor with the mentee. UJ-BCURE will also take responsibility for all travel arrangements and costs for any pre-agreed in-person visits.

4. MENTORSHIP-PLUS AGREEMENT

The mentorship agreement provides an opportunity for the mentor and the mentee to explicitly state the expected outcomes for the relationship. Mentoring agreements aim to build avoiding the disappointment of unmet expectations not only providing clarity around specific goals, but also defining how success will be evaluated.

This agreement should be signed by both the mentor and the mentee at the start of the 6-week mentorship relationship. If the relationship is renewed after six weeks, this form should be completed again by both parties and resubmitted to UJ-BCURE.

Once the form has been completed, please send it to Sunet Jordaan at UJ-BCURE (sunetj@uj.ac.za).

UJ-BCURE MENTORSHIP-PLUS AGREEMENT



Details of Mentor:

Name and Surname	
Institution	
Contact Number	
E-mail Address	
Skype ID	

Details of Mentee:

Name and Surname	
Institution	
Contact Number	
E-mail Address	
Skype ID	

Details of Mentorship:

We are both voluntarily entering into this mentorship-*plus* partnership as part of the UJ-BCURE programme. We foresee most of our time spent discussing educational and professional development activities and hope for a mutually rewarding experience. We make the following agreements for our mentor-mentee partnership:

1. The mentoring partnership will last for 6 weeks. The relationship will be evaluated after 6 weeks to determine if the mentor and mentee will engage in a new mentorship relationship.
2. We will have least one in-person meeting (if the mentor is based in South Africa). The suggested date for this meeting is: _____

3. We will communicate at least twice a week. This can be via e-mail, Skype or telephone. Contact will be scheduled at least once a week.

4. The main outcome of this 6-week mentorship relationship is to achieve the following (select one):

Improving evidence-informed decision-making for a new policy		Improving evidence-informed decision-making for an implementation plan	
Improving evidence-informed decision-making for a strategy		Improving monitoring and evaluation procedures	
Working on a publishable case study based on evidence		Conducting a literature review in a more systematic way	
Working on a publishable research paper		Improving access to research	
Conducting an evidence synthesis		Increasing knowledge of research methodologies	
Other (please comment)			

5. We agree to keep the content of these meetings confidential.

6. We agree that should any queries arise in this partnership, both parties are responsible for bringing these concerns to the attention of the UJ-BCURE Programme Director, Professor Ruth Stewart.

7. The mentor agrees to be honest and provide constructive feedback to the mentee. The mentee agrees to be open to the feedback.

Date

Date

Mentor's signature

Mentee's signature

5. PRE-MENTORSHIP-PLUS QUESTIONNAIRES

Below are two pre-mentorship-*plus* evaluation forms, one for mentors and one for mentees. Please complete the forms before the start of the mentorship.

Once the form has been completed, please send it to Sunet Jordaan at UJ-BCURE (sunetj@uj.ac.za).

UJ-BCURE MENTORSHIP-PLUS PRE-EVALUATION (FOR MENTEES)



Dear Participant

Welcome to the UJ-BCURE mentoring programme. We would like to invite you to take a moment to complete this questionnaire to assist in informing and evaluating the organisation of the programme.

Name of mentee:

Demographic information

1. Please indicate your gender: *(mark the appropriate box with an 'X')*

Male	Female
------	--------

2. Which organisation do you work for, and in which department?

Organisation	Department

3. What position do you hold in your organisation/department?

.....

4. How many years have you worked in your current position?

.....

5. What is your professional field?

.....

6. How many years of experience do you have in your professional field?

.....

The mentorship-plus programme

7. Will this be your first mentoring relationship?

No	Yes
----	-----

8. How would you rate your knowledge about evidence-informed decision-making? (*mark the appropriate box with an 'X'*)

Excellent	Good	Average	Poor	Very poor
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9. How, in your opinion, is evidence-informed decision-making important in the Public Service?

.....

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.....

.....

10. What are the **key areas that you want to work on in this mentorship programme** and can you please indicate how these areas relate to the mandate of the unit?

Improving evidence-informed decision-making for a new policy		Improving evidence-informed decision-making for an implementation plan	
Improving evidence-informed decision-making for a strategy		Improving monitoring and evaluation procedures	
Working on a publishable case study based on evidence		Conducting a literature review in a more systematic way	
Working on a publishable research paper		Improving access to research	
Conducting an evidence synthesis		Increasing knowledge of research methodologies	
Other (please comment)			

11. We are trying to build momentum around the mentorship programme. Can you please provide us with **the estimated date for your mentorship visit** for the new programme in 2015?

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12. Do you have any preference for a mentor? If so, can you please provide us with the **name and organisational details of your preferred mentor?**

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.....

13. What of the following is your preferred mode of communication with a mentor, and why?

Mode of communication	Why?
In-person	
Skype	
Telephone	
E-mail	
Instant messaging	
Whatsapp	
Other (please specify)	

14. What are your main expectations as you start this mentoring relationship?

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15. Do you have particular fears or concerns about undertaking this mentoring relationship? If yes, please suggest ways in which your fears can be allayed.

.....
.....
.....

THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION

UJ-BCURE MENTORSHIP-PLUS PRE-EVALUATION (FOR MENTORS)



Dear Mentor

Thank you for agreeing to participate in this mentoring programme. We would like to invite you to take a moment to complete this questionnaire, which will assist in informing and evaluating the organisation of the programme.

Name of mentor:

Demographic information

1. Please indicate your gender: (mark the appropriate box with an 'X')

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Which organisation do you work for, and in which department?

Organisation	Department

3. What position do you hold in your organisation/department?

.....

4. How many years have you worked in your current position?

.....

5. What is your professional field?

.....

6. How many years of experience do you have in your professional field?

.....

The mentorship-plus programme

7. Which major topics/areas do you plan to cover in this mentoring relationship?

Improving evidence-informed decision-making for a new policy		Improving evidence-informed decision-making for an implementation plan	
Improving evidence-informed decision-making for a strategy		Improving monitoring and evaluation procedures	
Working on a publishable case study based on evidence		Conducting a literature review in a more systematic way	
Working on a publishable research paper		Improving access to research	
Conducting an evidence synthesis		Increasing knowledge of research methodologies	
Other (please comment)			

8. What are your main expectations as you start this mentoring relationship?

.....

9. What are the key areas that you consider to be of utmost importance if the mentee is to realise optimal value out of this mentoring relationship?

.....

10. Do you have particular fears or concerns about undertaking this mentoring relationship? If yes, please suggest ways in which your fears can be allayed.

.....

11. What of the following is your preferred mode of communication with a mentee, and why?

Mode of communication	Why?
In-person	
Skype	
Telephone	
E-mail	
Instant messaging	
Whatsapp	
Other (please specify)	

THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION

6. POST-MENTORSHIP-PLUS QUESTIONNAIRE

Below are two post-mentorship evaluation forms, one for mentors and one for mentees. Please complete the forms at the completion of the mentorship.

Once the form has been completed, please send it to Sunet Jordaan at UJ-BCURE (sunetj@uj.ac.za).

UJ-BCURE MENTORSHIP-PLUS POST-EVALUATION (FOR MENTEES)



Dear Participant

Thank you for participating in this mentoring programme. We would like to invite you to take a moment to complete our evaluation form regarding the programme. Your feedback will help us determine whether or not the programme was a success, and to what extent. The feedback will also help us to consider how we might better support future mentoring programmes.

Name of mentee:

1. Was this your first mentoring experience?

Yes	No
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If No, compare, in a few words, this mentorship with previous experience:

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2. How would you rate your knowledge about evidence-informed decision-making, having participated in this mentoring programme? (*mark the appropriate box with an 'X'*)

Excellent	Good	Average	Poor	Very poor
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3. Please indicate how many times (roughly) you have communicated with your mentor either in person, by telephone, skype, e-mail, or any other means, in which they shared advice, information, or friendly conversation.

Mode of communication	How many times
In-person	
Skype	
Telephone	
E-mail	
Whatsapp	
Other (please specify)	

4. Please indicate your assessment of the amount of time you have engaged with your mentor. (*mark the appropriate box with an 'X'*)

Too much time	Sufficient time	Too little time
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5. What communication means worked better for you, and why?

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6. Tell us more about what you have learnt in this mentoring programme. What lessons or ideas were the most valuable to you?

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7. Has the mentoring experience met your expectations? *Please explain.*

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8. Were you able to reach the objective as set out in the pre-mentorship agreement? Please tick the box with objective you aimed to achieve, and then explain if you were able to achieve this. If not, what progress did you make towards this objective?

Improving evidence-informed decision-making for a new policy		Improving evidence-informed decision-making for an implementation plan	
Improving evidence-informed decision-making for a strategy		Improving monitoring and evaluation procedures	
Working on a publishable case study based on evidence		Conducting a literature review in a more systematic way	
Working on a publishable research paper		Improving access to research	
Conducting an evidence synthesis		Increasing knowledge of research methodologies	
Other (please comment)			

.....

9. What challenges, if any, did you encounter in this mentoring relationship, and how did you address them?

.....

10. In general, how would you describe the relationship you developed with your mentor during the mentoring period?

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11. What, if any, would you do differently if you were to start this mentoring relationship again?

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12. Having gone through this mentoring programme, how do you plan to utilise the acquired knowledge and skills in your work and/or at your workplace?

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13. Would you recommend this mentoring programme to your colleagues?

Yes	No
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Please explain your answer:

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14. If this UJ-BCURE mentoring programme is to be redesigned, what changes would you propose? (e.g. more contact time, face-to-face meetings, etc)

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THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION

UJ-BCURE MENTORSHIP-PLUS POST-EVALUATION (FOR MENTORS)



Dear Mentor

Thank you for participating in this mentoring programme. We would like to invite you to take a moment to complete our evaluation form regarding the programme. Your feedback will help us determine whether or not the programme was a success, and to what extent. The feedback will also help us to consider how we might better support future mentoring programmes.

Name of mentor:

1. How long did the mentoring relationship between you and your mentee last? *Please indicate start and finish dates.*

From..... to

2. Please indicate how many times (roughly) you have communicated with your mentee either in-person, by telephone, skype, e-mail, or any other means, in which you shared advice, information, or friendly conversation.

Mode of communication	How many times
In-person	
Skype	
Telephone	
E-mail	
Whatsapp	
Other (please specify)	

8. What were the main factors that facilitated realising the achievements outlined above?

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9. Were the mentee able to reach the objective as set out in the pre-mentorship agreement? Please tick the box with objective the mentee aimed to achieve, and then explain if the mentee were able to achieve this. If not, what progress did the mentee make towards this objective? See previous changes to this table

Improving evidence-informed decision-making for a new policy		Improving evidence-informed decision-making for an implementation plan	
Improving evidence-informed decision-making for a strategy		Improving monitoring and evaluation procedures	
Working on a publishable case study based on evidence		Conducting a literature review in a more systematic way	
Working on a publishable research paper		Improving access to research	
Conducting an evidence synthesis		Increasing knowledge of research methodologies	
Other (please comment)			

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10. What were the major challenges in providing mentoring to your mentee, and what did you do to address these challenges?

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11. In your opinion, is there observable change in your mentee in terms of him/her making effective use of the mentoring experience? *Please explain.*

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12. What do you consider to be the strong areas in your mentoring that you feel should form standard good practice?

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13. Overall, did the mentoring experience meet your expectations? Please explain.

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14. What would you do differently, if you were to start this mentoring relationship again?

.....
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.....

15. If this UJ-BCURE mentoring programme is to be redesigned, what changes would you propose?
(e.g. more contact time, face-to-face meetings, etc).

.....
.....
.....
.....

THANK YOU VERY MUCH FOR YOUR TIME AND COOPERATION

7. LOG SHEET POST-MENTORSHIP-PLUS QUESTIONNAIRE

Below is a log sheet that will enable the mentor to track the mentorship relationship with the mentee. It is advised that this log sheet is completed for all contact with the mentee, as this will enable the mentor to keep track of time spent on the mentee. It will also enable UJ to measure the effectiveness of the mentorship relationships.

Once the form has been completed at end of the 6 week mentorship relationship, please send it to Sunet Jordaan at UJ-BCURE (sunetj@uj.ac.za).

UJ-BCURE MENTORSHIP-PLUS LOG SHEET (FOR MENTORS)



1. Details of Mentor and Mentee

Name of Mentor	
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Name of Mentee	
----------------	--

2. Details of Contact

Date of Contact	
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Mode of Communication and Time Spent		Mode of Communication and Time Spent	
In-person		Skype	
Phone		E-Mail	
Whatsapp		Other	

3. Contact Linking to Mentorship Agreement Outcomes

Please explain to what was discussed and to what extent this is leading to achieving the objectives agreed on in the mentorship agreement