



# Guidelines *for* coordinators

FUTURE HARVEST CENTERS **MENTORING PROGRAM**

Supported by the Gender & Diversity Program  
of the CGIAR System



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## Expectations

**THIS GUIDE IS DESIGNED** to introduce you to your new and exciting role as a Center coordinator for the Future Harvest Centers Mentoring Program supported by the Gender & Diversity Program of the CGIAR System. You will be playing a key role in bringing a new opportunity to your Center to help support and build the careers of junior and senior staff. You will be involved in their professional lives for the next year.

As coordinator, you will serve as your Center's Mentoring Program administrator, overseeing the selection, matching and introduction of the participants, keeping communication flowing among all participants and handling the ongoing monitoring and evaluation of program activities.

You will also organize for training and other related activities to help build mentoring relationships and serve as a sounding board, able to offer suggestions for managing relationships and for resolving conflicts.

We recognize that we cannot predict everything you will be dealing with as a coordinator. Each Center is different. Through it all, you will have the benefit of G&D's support. G&D believes strongly in the possibilities that mentoring offers to the future of the CGIAR. This guide will give you an overview of what to expect during your year, preparing you for the types of skills you will need and the tasks you will be expected to complete.

The G&D Mentoring Program activities within each Center begin with choosing a Center coordinator. Coordinators are chosen by the G&D Program Leader, based on personal knowledge of the candidates and in consultation with the senior management of the Centers. All of the coordinators are committed to G&D issues, committed to the well-being and development of staff, and experienced in training, human resources management or leadership and organizational change.

## Skills and Responsibilities of a Center Coordinator

SKILLS AND CHARACTERISTICS	RESPONSIBILITIES
<ul style="list-style-type: none"> <li>■ Coordination skills</li> <li>■ Time management skills</li> <li>■ Conflict resolution skills</li> <li>■ HR or training background</li> <li>■ Verbal and written communication skills</li> <li>■ Sensitivity to organization politics</li> <li>■ Rapport with others</li> <li>■ Assertiveness</li> <li>■ Trustworthiness</li> </ul>	<ul style="list-style-type: none"> <li>■ Administer your Center's Mentoring Program</li> <li>■ Select and match mentor and mentee, and perform rematch if required</li> <li>■ Coordinate training sessions</li> <li>■ Track progress of relationships and results</li> <li>■ Coordinate with G&amp;D</li> <li>■ Serve as resource person and sounding board for mentoring relationships</li> <li>■ Organize closure of program or hold annual meeting of all mentors and mentees to share experiences and evaluate program</li> </ul>

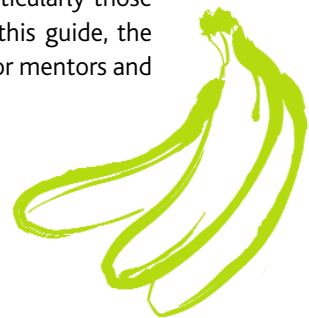
### Coordinating Mentoring within Your Center

Center coordinators are the vanguard of the Mentoring Program. You have the opportunity to introduce the program and its benefits to all Center staff members.

Employees at all levels generally react very positively to the idea of mentoring. In order to build on that good will, it is important to let senior managers know as early as possible what the program is about while seeking their views on how it can be beneficial *vis a vis* the needs of the Center. Involving managers as mentors, or asking them to write introductions to training materials or to speak at program events will certainly show your Center's high-level commitment to the program, which is key to success.

### Promotions and materials

Coordinators have access to an array of promotional and training materials through the G&D Program that can be packaged individually and distributed according to a Center's specific needs. Assuring that every staff member is informed about the program and that the criterion for selection is clear will prevent a lot of problems. It is also important to talk privately to small groups and individuals, particularly those who may be too shy or otherwise reluctant to apply. In addition to this guide, the program materials include an introductory brochure, individual guides for mentors and



mentees that contain all of the program's application and evaluation forms, and an orientation workshop manual. These materials cover:

- » program objectives
- » program outline
- » application and selection process
- » expectations of applicants
- » specific information for women and minorities



## Criteria for Selecting Mentors and Mentees

### Selecting mentees

In most mentoring programs, more mentees apply than can be chosen. Although this is a positive sign that the program is desired and needed, the downside is that coordinators faces a tough selection process. The following list offers some guidance for narrowing the initial applicant field.

#### 1. Determine that all mentees are:

- » available for the duration of the program
- » willing to participate in all activities

#### 2. Screen applicants on such criteria as:

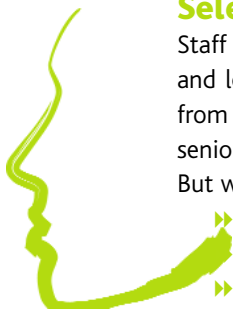
- » enthusiasm and initiative
- » career goals and plans
- » skill and knowledge requirements
- » education and training background
- » professional interests and scientific area of expertise
- » supervisory or professional potential

#### 3. Focus on women and minorities, although other groups will not be excluded

### Selecting mentors

Staff members interested in becoming mentors will come from varied backgrounds and levels of interpersonal and professional expertise, so it is important to be clear from the beginning what kinds of skills are needed for this program. Try to target some senior supervisors who have good mentoring skills and also will promote the program. But with all applicants, it is important to consider their:

- » desire to be in the program
- » good reputation and recognition
- » skills in communicating and motivating
- » willingness to work with other cultures or gender
- » current workload and travel schedule
- » mentee preferences
- » ability to promote mentee's visibility within the Center or globally
- » ability to invite mentees to join in key meetings
- » ability to identify funds and resources for training or research
- » interest or willingness for co-publishing





**(NOTE: the sample application form that is in this coordinator guide (page 11) offers more specifics for determining if mentor applicants have appropriate skills.)**

As the selection procedure continues, applicants' professional and interpersonal skills can be broken down further and thought of in terms of "Must Have" and "Nice to Have" qualities and experiences for the mentor and mentee.

MENTOR:	MENTEE:
<p><b>Must have:</b>            e.g. 1. At least ____ years experience            e.g. 2. Travel program which makes them available</p> <p>Your Center's Criteria</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	<p><b>Must have:</b>            e.g. 1. Potential for growth            e.g. 2. Willingness to participate</p> <p>Your Center's Criteria</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>
<p><b>Must have:</b>            e.g. 1. Previous mentoring experience            e.g. 2. Two levels senior to mentees</p> <p>Your Center's Criteria</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	<p><b>Must have:</b>            e.g. 1. Female or minority staff members            e.g. 2. Wide range of skills            e.g. 3. Proactive attitude</p> <p>Your Center's Criteria</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>

## Matching mentors and mentees

There are many possible mechanisms for selecting and matching participants, ranging from letting a small number of mentors and mentees find each other on their own to an elaborate application, screening and matching effort. Whichever mechanism is chosen, the following four steps should be helpful.

### STEP 1 ELIMINATION

- Collect and sort completed applications into mentor and mentee candidate piles. If some people apply for both, make copies and place one in each stack.
- Read all applications thoroughly.
- Eliminate any applicants who do not meet the pre-determined basic selection criteria.

### STEP 2 POTENTIAL MATCH

- Identify preferences of mentees and mentors.
- Catalog skills and knowledge that mentees are seeking.
- Do your best to find mentors who can directly provide the help sought by mentee.
- Make initial match based on needs of mentees.

### STEP 3 SELECTION MECHANISMS – TWO OPTIONS

- Arrange for the two groups of candidates to interview each other. Try to have each mentee finalist interview two or more mentors of their choice. Provide sample interview questions. Give mentees the opportunity to read the profiles of the mentor applicants, e.g. the questionnaires submitted by the mentors or the mentor's resume. Give mentors the same opportunity to read about prospective mentees.
- OR-
- Mentees submit up to three names of potential mentors with whom they would like to partner for the program. Mentors submit preferences. These preferences can be used to make final pairings, although alternate mentors and mentees should be included.
    - ▶▶ If mentee prefers a mentor who has not identified this mentee as a high preference, talk to the mentor to determine if he or she is willing to honor the mentee request.
    - ▶▶ Make adjustments as needed, perhaps recruiting additional mentor candidates at this point.

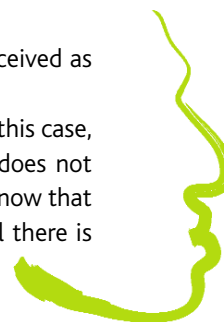
### STEP 4 CONFIRMED LIST OF MENTOR AND MENTEE PAIRS

- Send out welcoming letters of congratulations or voice mail messages to participants you select. Include a deadline for accepting the arrangements as well as a reminder of program events such as a get-acquainted coffee and the Orientation Workshop.
- Send out regret letters to those who were not selected. Thank them for applying and let them know of other opportunities. Tell them of any plans for repeating the application process in the future.
- Determine if the announcement should be public. It is not necessary to announce the pairings to the organization. In fact, many individuals prefer to keep their relationship low key and known within the program only.
- Handle any mismatches. Even with careful screenings of matched pairs, one or more may not work. Encourage each pair to try the relationship for a time and let you know of any concerns or desired changes. Quietly make changes, using your pool of alternates or doubling mentors or mentees if necessary.
- As the program progresses, make note of the effectiveness of the selection and matching efforts and why they did or did not work. This will be helpful for improving future selection and matching processes.

## Clarity and Chemistry

It is vital for the coordinator's activities and the program's process to be perceived as strictly fair and open.

Remember that "chemistry" between mentor and mentee is important. In this case, chemistry refers to how the two people react to each other personally; it does not necessarily have a logical basis. Just make sure that the mentor and mentee know that during the selection process, it is okay to say "no" to the pairing if they feel there is no personal chemistry.



## Supervisor's Role

The supervisor probably sees more of the mentee than anyone in the Center and can play a crucial role in development. When there are performance issues that need to improve, the supervisor can be a powerful ally. It is ultimately up to the mentee to decide if the supervisor will have a part in the mentor-mentee relationship, but you can offer these guidelines to the mentor and mentee:

- » keep the supervisor informed;
- » when there are difficulties, involve the supervisor, with the mentee's permission;
- » share the mentee's goals with the supervisor, when appropriate;
- » have three-way meetings on specific themes.

## Preparing for Potential Problems

It is important to be aware of potential problem areas, in order to be prepared to manage or solve them. The following are the types of problems that might arise.

1. **Time and energy** – Sometimes finding an hour to meet can be challenging. Make sure that this is properly discussed at the outset. Carefully de-select those mentors who have extremely busy schedules.
2. **Coordinator burnout** – In addition to being considerate of the mentors' and mentees' needs, coordinators need to clarify their own needs and to be extremely realistic in scheduling.
3. **Over-dependence of either party** – Both mentor and mentee may lean on each other too much for emotional support and become dependent. It is important to encourage pairs to discuss this before the program ends.
4. **Insufficient numbers of qualified mentors** – Often people are too modest or too busy to volunteer and it becomes necessary to recruit actively. Support of senior management is useful when actively encouraging people to volunteer.
5. **Irritated supervisors** – The coordinator as well as the mentee-mentor pairs need to keep the supervisors informed as much as possible.
6. **Resentment by individuals excluded from selection** – The criteria for selection must be clear and those excluded must know why they were not chosen.





## Coordinator Checklist: Work Plan and Time Line

### PHASE A – PLANNING PHASE

Step no.	Action by	Steps to be taken by Center coordinators
1.	CC Trainer	<p>Conduct coordinator training (virtual)</p> <ul style="list-style-type: none"> <li>■ Determine roles and responsibilities.</li> <li>■ Look for allies, e.g. people with mentoring experience, for support and input.</li> <li>■ Log experiences (continue logging throughout the program).</li> </ul>
2.	CC	<p>Determine needs of organization and mentees</p> <ul style="list-style-type: none"> <li>■ What does senior management want from the program?</li> <li>■ What skills, knowledge or attitudes do mentees want to develop?</li> <li>■ What are the specific Center objectives and mentees' needs?</li> </ul>
3.	CC	<p>Prepare a budget, including such items as the meeting room, catering, supplies.</p>
4.	CC	<p>Market the Mentoring Program.</p> <ul style="list-style-type: none"> <li>■ Prepare and distribute introductory promotional literature, brochures and mentoring packages to the entire target audience.</li> <li>■ Put up announcement posters and put notices in Center communication outlets.</li> <li>■ Meet with leaders – gain their support.</li> <li>■ Offer materials to senior management and ask them to promote the program in staff meetings.</li> <li>■ Encourage Center leadership to participate as mentors.</li> <li>■ Determine the role of mentees' supervisors, if appropriate.</li> </ul>
5.	CC	<p>Collect and collate program applications.</p> <ul style="list-style-type: none"> <li>■ Be clear on the process used to screen and match mentors with mentees.</li> <li>■ Match mentors and mentees, and inform each individually about their partners.</li> </ul>

### PHASE B – TRAINING PHASE

Step No.	Action by	Steps to be taken by Center coordinators
6.	CC Trainer	<p>Prepare mentor and mentee training by providing for:</p> <ul style="list-style-type: none"> <li>■ training room with catering for meeting times,</li> <li>■ round tables that accommodate 4-5 persons each,</li> <li>■ LCD projector,</li> <li>■ presenter's table (next to projector),</li> <li>■ multi-system video player and monitor,</li> <li>■ flip charts, white board and markers.</li> </ul>
7.	CC Trainer	<p>Participate in the mentor-mentee training event organized by the G&amp;D consultant trainer: record attendance, monitor participant input and make adjustments, and collect evaluation data.</p>
8.	CC	<p>Conduct mentor follow-up activities and provide special coaching for any participants who miss the training; debrief with trainer.</p>

(cont.)

## Coordinator checklist: Work Plan and Time Line (cont.)

### PHASE C – LAUNCH PHASE

Step No.	Action by	Steps to be taken by Center coordinators
9.	CC	Monitor and encourage the mentors and mentees, e.g. answer questions, comment positively on any mentoring you observe, share ideas tried by other pairs, pass on interesting articles, identify and solve problems as they come up.
10.	CC	If pair clearly cannot succeed, rematch the participants, using alternates.
11.	CC Trainer	Collect evaluation data on training and general impressions for analysis and program adjustment.
12.	CC	Continue to help mentors and mentees improve their skills by: <ul style="list-style-type: none"> <li>■ organizing or letting participants know of other training events that may be of interest;</li> <li>■ circulating information to participants and observers;</li> <li>■ monitoring the pairs on a regular basis, providing information and encouragement as needed.</li> </ul>
13.	CC	Approximately halfway through the program: <ul style="list-style-type: none"> <li>■ ask each pair to meet and review accomplishments,</li> <li>■ distribute the mid-program evaluation form to all participants.</li> </ul>

### PHASE D – EVALUATION AND NEXT STEPS PHASE

Step No.	Action by	Steps to be taken by Center coordinators
14.	CC	One month before the program formally ends: <ul style="list-style-type: none"> <li>■ ask each pair to meet and review accomplishments,</li> <li>■ distribute final evaluation form to all participants,</li> <li>■ collect evaluation forms for analysis.</li> </ul>
15.	CC	Complete followup tasks, thank helpers and mentors, distribute certificates to all participants  If Center decides to set up a second mentoring program: <ul style="list-style-type: none"> <li>■ prepare proposal for the expanded program, what role you would like,</li> <li>■ find a group to support you, should you need one, and determine the role it is going play,</li> <li>■ go back to Step 1 in this list and repeat all steps.</li> </ul>

#### KEY

CC	Center coordinator of Mentoring Program, to implement with virtual advice from trainer.
Trainer	G&D Consultant

*“The future of science... so important to the health and prosperity of the world **depends** on the **skillful mentoring** of each new generation by the one that precedes it.”*

Bruce Alberts, President of the National Academy of Sciences

## Applications and Evaluation Forms

This section contains the application and evaluation forms that will be completed by the participants and analyzed by the program sponsors, to both guide the Mentoring Program and to make adjustments for the future.

Viewing the forms in this section gives an idea of what is required of mentors and mentees during the one-year period of their participation in the program, as well as an idea of what constitutes "success" in a mentoring relationship.

The forms contained are the following.

### 1. Application

- » Mentee Application Form
- » Mentor Application Form

To be completed by applicants and submitted to Center Coordinator for evaluation and processing.

### 2. Training & Evaluation

- » Mentee Evaluation Form
- » Mentor Evaluation Form

To be completed by mentor and mentee participants and submitted to Center Coordinator and G&D for evaluation.



### **3. Mentoring Relationship Evaluation**

- ▶▶ Mentee Evaluation Form
- ▶▶ Mentor Evaluation Form

To be completed by mentor and mentee participants at mid-point of the program and submitted to Center Coordinator and G&D for evaluation. Information from this evaluation will be used to make adjustments for the second half of the program.

### **4. Mentoring Program Evaluation**

- ▶▶ Mentee Evaluation Form
- ▶▶ Mentor Evaluation Form

To be completed by mentor and mentee participants at completion of the program and submitted to Center Coordinator and G&D for evaluation. Information from this evaluation will be used to make adjustments for future offerings of the Mentoring Program.



# FUTURE HARVEST CENTERS MENTORING

## Mentee Application Form

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

To help us make the best mentor-mentee match, please complete the attached questionnaire. The information will be used to match you with a mentor who has similar interests and can provide you with the type of support you need. All information will be strictly confidential and will be used only for program administration purposes. Thank you for your participation.

**1. The reason I am interested in the mentoring program is ...**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. My career interests/aspirations are ...**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. My top three professional strengths are ...**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. My top three professional development needs are ...**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. The goals I wish to work toward with a mentor are ...**

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**6. I would like to work with a mentor who ... (complete where appropriate )**

- a. Has scientific expertise in \_\_\_\_\_
- b. Will give me visibility within my Center \_\_\_\_\_  
globally \_\_\_\_\_
- c. Is interested in doing research or publishing  
in the following area: \_\_\_\_\_
- d. Can help with identifying funds or accessing  
resources/laboratory facilities \_\_\_\_\_
- e. Can help with career planning, short and long  
term goals \_\_\_\_\_
- f. Can help with technical networking  
opportunities \_\_\_\_\_
- g. Can help me develop leadership  
and people skills \_\_\_\_\_
- h. Others (please specify) \_\_\_\_\_



**7. The person I would like to be my mentor is ...**

- 1st choice \_\_\_\_\_
- 2nd choice \_\_\_\_\_
- 3rd choice \_\_\_\_\_
- no preference \_\_\_\_\_

We will do our best to match your preferences but obviously this cannot be guaranteed.

**8. I would like my mentor to come from (select one) ...**

- Same program/  
theme as me       Outside my program/  
theme       No preference

**9. I would like my mentor to be (select one) ...**

- 1 level above       2 levels above       No preference

**10. My hobbies and interests are ...**

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**11. Other comments**

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# FUTURE HARVEST CENTERS MENTORING

## Mentor Application Form

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Phone: \_\_\_\_\_ Email : \_\_\_\_\_

To help us make the best mentor-mentee match, please complete the attached questionnaire. The information will be used to match you with a mentee who has similar interests and can benefit most from your guidance. All information will be strictly confidential and will be used only for program administration purposes. Thank you for your participation.

### 1. The reason I am interested in becoming a mentor is ...

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### 2. The areas of science or career development in which I would be most effective in providing guidance to a mentee are ...

Area of scientific expertise: \_\_\_\_\_

Improving visibility within Center or globally

Publishing or research

Identifying funds or accessing resources, laboratory facilities

Career planning, both short and long term goals

Technical networking opportunities

Others (please specify) \_\_\_\_\_



**3. My top three professional strengths are ...**

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**4. My top three professional development needs are ...**

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**5. I would prefer to work with a mentee who ... (complete where appropriate )**

- a. has just joined CGIAR \_\_\_\_\_
- b. has been in CGIAR for two years or more \_\_\_\_\_
- c. needs specialized scientific mentoring in \_\_\_\_\_
- d. is interested in doing research or publishing  
in the following area: \_\_\_\_\_
- e. wants to concentrate on leadership and people skills \_\_\_\_\_
- f. other (please specify) \_\_\_\_\_



**6a. Tick which is true for you:**

I have previous mentoring experience \_\_\_\_\_  
I do not have previous mentoring experience \_\_\_\_\_

**6b. Tick which is true for you:**

My previous mentoring experience was formal \_\_\_\_\_  
My previous mentoring experience was informal \_\_\_\_\_

**7. The person I would like to be my mentee is**

1st choice \_\_\_\_\_

2nd choice \_\_\_\_\_

3rd choice \_\_\_\_\_

no preference \_\_\_\_\_



We will do our best to match your preferences but obviously this cannot be guaranteed.

**8. I would prefer my mentee to be from (tick one) ...**

Same program /theme

Outside my program /theme

No preference

**9. I would prefer my mentee to be ( tick one) ...**

1 level below

2 levels below

No preference

**10. My hobbies and interests...**

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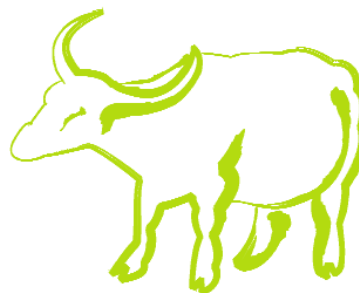
**11. Other comments**

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# Training & General Support Evaluation

## Mentor Evaluation Form

Name: (optional) \_\_\_\_\_

Center: \_\_\_\_\_

Male

Female

### Training Workshop

#### 1. What were your expectations coming into the Mentoring Program?

(Tick all applicable responses)

To learn about mentoring.

To learn strategies for coping with the concerns and issues of mentoring.

To learn how to make my mentoring relationship more effective.

To become aware of the issues that face women in science.

Others \_\_\_\_\_

#### 2. Were your expectations met?

Yes  No. Please specify \_\_\_\_\_

#### 3. Which part of the workshop was most effective and why?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### 4. Which part of the workshop was least effective and why?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. Your participation in the workshop has...** (tick all applicable responses)

- increased your interest in mentoring.
- decreased your interest in mentoring.
- provided you with necessary mentoring skills.
- helped with developing clear goals.
- helped guide activities.
- helped in talking/meeting.
- provided a comfort level for mentoring.
- prepared you for future issues in your mentoring relationship.
- introduced you to strategies for handling mentoring issues.
- provided understanding on issues facing women and minorities.

**6. The workshop helped you understand...** (tick all applicable responses)

- goals and objectives of mentoring.
- roles and responsibilities of mentors and mentees.
- how to establish a mentoring relationship.
- the difference between supervisory, coaching and mentoring roles.

**7. Timing: How did you find the workshop?**

- Too long
- Too short
- Just right



**8. Are there any other topics that should have been covered?**

- Yes – please expand \_\_\_\_\_
- No

On a scale of 1 to 5, 1 being poor and 5 excellent, rate the following:

	1	2	3	4	5
9. Orientation Workshop Manual's content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Mentor Guideline content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Trainer's knowledge of the subject	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Trainer's presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### General Support

13. Which topic was the most useful to you?

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14. Which topic was the least useful to you?

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15. Were you satisfied with support provided by coordinator?

Not applicable     Yes     No

16. What additional support could be given by your coordinator?

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17. Were you satisfied with the process of selection and matching of mentors/mentees?

Yes     No. Please specify? \_\_\_\_\_

**18. What could be improved about the selection process?**

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**19. What other resources would you like to see added to the Mentoring Program?**

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**20. What benefits do you expect to gain from participating in the Mentoring Program?**

- Greater understanding of challenges faced by junior scientists/staff
- A sense of leaving a development legacy
- Seeing the organization in a different way
- Being known as a "people developer"
- Opportunity to contribute to the development of future scientists
- Further development of coaching and counselling skills
- Networking
- Personal satisfaction in helping others develop their talent
- Others – please specify \_\_\_\_\_



**21. What do you think will further support the mentee's development plan?**

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**22. Do you think that the Mentoring Program will further enable you to value diversity?**

- Yes       No. Please specify \_\_\_\_\_

# Training and General Support Evaluation

## Mentee Evaluation Form

Name: (optional) \_\_\_\_\_

Center: \_\_\_\_\_

Male

Female

### Training workshop:

#### 1. What were your expectations coming into the Mentoring Program?

(tick all applicable responses)

To learn about mentoring.

To learn strategies for coping with the concerns and issues of mentoring.

To learn how to make my mentoring relationship more effective.

To become aware of the issues that face women in science.

Others \_\_\_\_\_

#### 2. Were your expectations met?

Yes       No. Please specify \_\_\_\_\_

#### 3. Which part of the workshop was most effective and why?

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#### 4. Which part of the workshop was least effective and why?

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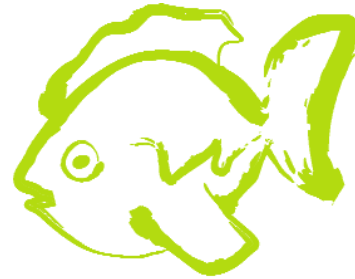
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**5. Your participation in the workshop has...**

(tick all applicable responses)

- increased your interest in mentoring.
- decreased your interest in mentoring.
- provided you with necessary mentoring skills.
- helped with developing clear goals.
- helped guide activities.
- helped in talking/meeting.
- provided a comfort level for mentoring.
- prepared you for future issues in your mentoring relationship.
- introduced you to strategies for handling mentoring issues.
- provided understanding on issues facing women and minorities.



**6. The workshop helped you understand .....**

(tick all applicable responses)

- goals and objectives of mentoring.
- roles and responsibilities of mentors and mentees.
- how to establish a mentoring relationship.
- the difference between supervisory, coaching and mentoring roles.

**7. Timing: How did you find the workshop?**

- Too long
- Too short
- Just right

**8. Are there any other topics that should have been covered?**

- Yes. Please expand \_\_\_\_\_
- No



On a scale of 1 to 5, 1 being poor and 5 excellent, rate the following.

	1	2	3	4	5
9. Orientation Workshop Manual's content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Mentee Guideline content	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Trainer's knowledge of the subject	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Trainer's presentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### General Support

13. Which topic was the most useful to you?

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14. Which topic was the least useful to you?

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15. Were you satisfied with support provided by coordinator?

Not applicable       Yes       No

16. What additional support could be given by your coordinator?

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17. Are you satisfied with the information and support given by G&D?

Yes

No. Please specify \_\_\_\_\_

**18. What further support and information would you need?**

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**19. What other resources would you like to see added to the program?**

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**20. What benefits do you expect to gain from participating in the Mentoring Program?**

- Improved career planning
- Networking
- Gained skills and knowledge
- Increased personal development
- New opportunity
- Visibility
- Access to resources and laboratories
- Knowledge of where to find funds for training and development
- New perspectives
- Self confidence
- Demystify the senior positions
- Others – please specify \_\_\_\_\_



**21. Do you have a career development plan in place before attending the workshop?**

Yes     No

**22. What do you need most to support your development?**

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**23. Do you feel that the Mentoring Program will further enable you to value diversity?**

Yes     No – please specify \_\_\_\_\_



# Mentoring Relationship Evaluation (Mid-way Review )

## Mentor Evaluation Form

Name: (optional) \_\_\_\_\_

Center: \_\_\_\_\_

Male       Female      Nationality \_\_\_\_\_

1. Your mentee is of a... (tick the appropriate boxes)

- different gender       different nationality  
 same gender       same nationality

2. Has mentee been responsive to questions and guidance from you?

- Yes       No

3. Has mentee been genuinely interested in being mentored?

- Yes       No



4. Has mentee shown respect for the mentoring relationship?

- Yes       No. Please specify \_\_\_\_\_

5. Have you involved your mentee in professional activities?

Yes. Please give examples \_\_\_\_\_

No. Please specify \_\_\_\_\_

6. Have you invited your mentee to informal gatherings of people from work?

Yes \_\_\_\_\_

No. Please specify why not \_\_\_\_\_

**7. What other activities have you shared other than meetings and discussion?**

Name as many as you can.

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**8. Have you advocated for your mentee to others?**

Yes       No. Please specify \_\_\_\_\_

**9. Have you connected your mentee to other senior staff in your Center who could "fill in the gaps" in areas where your mentee might be less skilled?**

Yes       No. Please specify \_\_\_\_\_

**10. Do you give regular feedback and constructive criticism?**

Yes – please specify how often \_\_\_\_\_

No – Please specify \_\_\_\_\_

**11. How frequently have you met or made contact a month?**

Specify the number of times a month, on average.

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**12. How long has each session lasted on the average?**

- less than an hour       an hour  
 an hour and a half       two hours  
 more than two hours



**13. Rate your level of satisfaction with the frequency of contact that you and your mentee have had during this program on a scale of 1 to 5, 1 being poor and 5 excellent.**

1       2       3       4       5

**14. Where have you usually met?**

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**15. Are you satisfied with the venue where you meet?**

Yes       No. Please specify why \_\_\_\_\_

**16. Have you been satisfied with your experience as a mentor?**

Yes       No. Please expand \_\_\_\_\_

**17. The best thing about the mentoring relationship, so far, has been...**

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**18. The most difficult thing about the mentoring relationship, so far, has been...**

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**19. As a result of this experience would you continue mentoring?**

Yes       No. Please specify why \_\_\_\_\_

**20. What additional help and information would you like?**

How to facilitate a better relationship

Others – please specify

**21. Have your expectations of the Mentoring Program been met so far?**

Yes       No. Please specify why \_\_\_\_\_

**22. What benefits have you gained from participating in the Mentoring Program?**

- Greater understanding of challenges faced by junior scientists/staff
- A sense of leaving behind a development legacy
- Seeing the Center in a different way
- Being known as a "people developer"
- Opportunity to contribute to the development of future scientists
- Further development of coaching and counselling skills
- Networking
- Personal satisfaction at helping others develop their talent
- Others – please specify \_\_\_\_\_

**23. If your mentoring relationship ended prematurely, what were the reasons?**  
(tick the appropriate boxes)

- Not applicable
- Not a good match
- Difficulty in setting up meetings
- I lost interest
- Partner lost interest
- Accomplished goals
- Partner has left Center
- Difficulty in contacting the partner
- Others – please specify \_\_\_\_\_



**24. Are you satisfied with the information and support from G&D?**

- Not applicable     Yes
- No. Please specify why \_\_\_\_\_

**25. What further support and information would you need?**

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**26. Are you satisfied with the support from your coordinator within your Center?**

Yes       No. Please specify why \_\_\_\_\_

**27. What additional support do you need from your coordinator?**

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**28. Do you feel that problems and conflicts have been effectively dealt with?**

Not applicable  
 Yes  
 No. Please specify why \_\_\_\_\_

**29. Are you satisfied with the support provided by your supervisor?**

Not applicable  
 Yes  
 No. Please specify why \_\_\_\_\_

**30. What additional support could be given by your supervisor?**

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**31. Are you satisfied with the overall program?**

Yes       No. Please specify why \_\_\_\_\_

**32. What additional resources would you recommend for future programs?**

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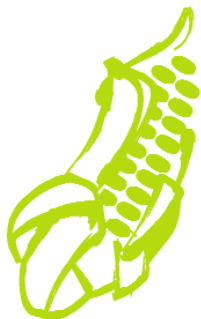
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**33. Please add any other comments or recommendations you would make to improve the program.**

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# Mentoring Relationship Evaluation (Mid-way Review)

## Mentee Evaluation Form

Name: (optional) \_\_\_\_\_

Center: \_\_\_\_\_

Male     Female    Nationality \_\_\_\_\_

1. Your mentor is of a... (tick the appropriate boxes)

different gender                       different nationality

same gender                               same nationality

2. Has your mentor been easy to approach and talk to?

Yes                       No

3. Has your mentor advised and encouraged you with respect to your independent goals?

Yes                       No

4. Has your mentor responded to your questions?

Yes                       No

5. Have you had a sense that your mentor is interested in you?

Yes                       No. Please specify why \_\_\_\_\_

6. Have you had a sense that your mentor respects you as a person?

Yes                       No. Please specify why \_\_\_\_\_

7. Has your mentor been generous with time?

Yes                       No. Please specify why \_\_\_\_\_



**8. Has your mentor involved you in professional activities?**

Yes       No

**9. What activities have you shared, other than meetings and discussion?**

(Name as many as you can.)

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**10. Have you been invited to informal gatherings of people from work?**

Yes       No

**11. Has your mentor been your advocate with others?**

Yes       No

**12. Has your mentor connected you to other senior scientists or staff in your Center who could "fill in the gaps" in areas where your mentor might be less skilled?**

Yes       No. Please specify why \_\_\_\_\_

**13. Have you received regular feedback and constructive criticism?**

Yes – please specify how often \_\_\_\_\_

No – Please specify why \_\_\_\_\_

**14. How frequently have you met or made contact a month?**

Specify number of times a month, on average.

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**15. Indicate level of satisfaction with the frequency of contact that you and your mentor have had during this program.**

Rate your satisfaction on a scale of 1 to 5, 1 being poor and 5 excellent.

1       2       3       4       5

**16. How long has each session lasted on the average?**

- less than an hour                       an hour  
 an hour and a half                       two hours  
 more than two hours

**17. Where have you normally met?**

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**18. Have you been satisfied with the venue where you meet?**

- Yes       No. Please specify why \_\_\_\_\_

**19. Have you been satisfied with your experience as a mentee?**

- Yes       No. Please specify why \_\_\_\_\_

**20. The best thing about the mentoring relationship, so far, has been:**

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**21. The most difficult thing about the mentoring relationship, so far, has been:**

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**22. To what degree have your expectations of the Mentoring Program been met?**

Rate your satisfaction on a scale of 1 to 5, 1 being poor and 5 excellent.

1  2  3  4  5

**23. What benefits have you gained from participating in the Mentoring Program?**

(tick all that are applicable)

- Improved career planning
- Networking
- Gained skills and knowledge
- Increased personal development
- Personal satisfaction
- New opportunity
- Visibility
- Access to resources and laboratories
- Knowledge of where to find funds for training
- New perspectives
- Greater self confidence
- Demystified the senior positions
- Others \_\_\_\_\_



**24. Do you feel that the Mentoring Program has provided you with a mechanism of support and development?**

Yes  No. Please specify why \_\_\_\_\_

**25. Do you have a development plan in place now?**

Yes  No. Please specify why \_\_\_\_\_

**26. Do you feel your performance has increased as a result of the mentoring?**

- Yes       No

**27. Do you feel that problems and conflicts have been effectively dealt with?**

- Not applicable  
 Yes  
 No. Please specify why

**28. If your mentoring relationship ended prematurely, what were the reasons?**  
(tick the appropriate boxes)

- Not applicable  
 Not a good match  
 Difficulty in setting up meetings  
 I lost interest  
 Partner lost interest  
 Accomplished goals  
 Partner has left Center  
 Difficulty in contacting the partner  
 Others – please specify \_\_\_\_\_



**29. Have you been satisfied with the information and support from G&D?**

- Not applicable       Yes       No

**30. What further support and information would you need?**

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**31. Have you been satisfied with support provided by your supervisor?**

Not applicable

Yes

No

**32. What additional support could be given by your supervisor?**

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**33. Have you been satisfied with the support from your Center coordinator?**

Yes

No

**34. What additional support do you need from your coordinator?**

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**35. Do you think that the mentoring program has genuinely enabled you to value diversity?**

Yes       No. Please specify why \_\_\_\_\_

**36. Are you satisfied with the overall program?**

Yes       No. Please specify why \_\_\_\_\_

**37. What additional resources would you recommend for future programs?**

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**38. Please add any other comments or recommendations you would make to improve the program.**

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# Mentoring Program Evaluation (Final Review)

## Mentor Evaluation Form

Name: (optional) \_\_\_\_\_

Center: \_\_\_\_\_

Male

Female

### 1. Your mentee was ... (tick the appropriate boxes)

different gender

different nationality

same gender

same nationality

### 2. Was mentee responsive to questions and guidance from you?

Yes

No

### 3. Was mentee genuinely interested in being mentored?

Yes

No

### 4. Did mentee show respect for the mentoring relationship?

Yes

No. Please specify why \_\_\_\_\_

### 5. Did you involve your mentee in professional activities?

Yes. Please give examples

No. Please specify why

### 6. Did you invite mentee to informal gatherings of people from work?

Yes

No. Please specify why \_\_\_\_\_





**7. What other activities did you share other than meetings and discussion?  
Name as many as you can.**

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**8. Did you advocate for your mentee to others?**

- Yes
- No. Please specify why \_\_\_\_\_

**9. Did you connect your mentee to other senior scientists or staff in your Center who could "fill in the gaps" in areas where your mentee might be less skilled?**

- Yes
- No. Please specify why \_\_\_\_\_

**10. Do you give regular feedback and constructive criticism?**

- Yes. Please specify how often \_\_\_\_\_
- No. Please specify why \_\_\_\_\_

**11. How frequently did you meet or make contact a month?**

Please specify the average number of times a month

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**12. How long did each session last, on average?**

- less than an hour
- an hour
- an hour and a half
- two hours
- more than two hours



13. Rate your level of satisfaction with the frequency of contact that you and your mentee had during this program on a scale of 1 to 5, 1 being poor and 5 excellent.

1  2  3  4  5



14. Where did you normally meet?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

15. Were you satisfied with the venue where you met?

Yes  
 No. Please specify why \_\_\_\_\_

16. Were you satisfied with your experience as a mentor?

Yes  
 No. If no, please expand \_\_\_\_\_

17. The best thing about the mentoring relationship was:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18. The most difficult thing about the mentoring relationship was:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

19. As a result of this experience would you continue mentoring?

Yes  
 No. Please give a reason \_\_\_\_\_

**20. What other help or information would be useful ...**

Please specify \_\_\_\_\_

**21. Were your expectations of the Mentoring Program met?**

Yes

No. Please specify why \_\_\_\_\_

**22. What benefits did you gain from participating in the Mentoring Program?**

Greater understanding of challenges faced by junior scientists/staff

A sense of leaving behind a development legacy

Seeing the organization in a different way

Being known as a "people developer"

Opportunity to contribute to the development of future scientists

Further development of coaching and counselling skills

Networking

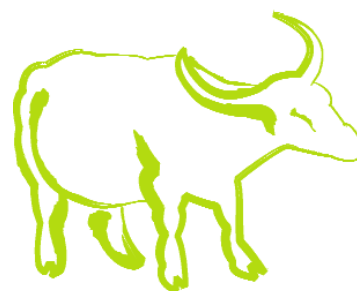
Personal satisfaction at helping others develop their talent

Others. Please specify \_\_\_\_\_

**23. Do you think that the Mentoring Program has genuinely enabled you to value diversity?**

Yes

No. Please specify why \_\_\_\_\_



**24. If your mentoring relationship ended prematurely, what were the reasons?  
(Tick the appropriate boxes)**

- Not applicable
- Not a good match
- Difficulty in setting up meetings
- I lost interest
- Partner lost interest
- Accomplished goals
- Partner has left Center
- Difficulty in contacting partner
- Others. Please specify \_\_\_\_\_



**25. Were you satisfied with the information and support from G&D?**

- Yes
- No. Please specify why \_\_\_\_\_

**26. What further support and information would you have needed?**

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**27. Were you satisfied with the support from your Center coordinator?**

- Yes
- No. Please specify why \_\_\_\_\_

**28. What additional support would you have needed from your coordinator?**

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**29. Did you feel that problems and conflicts were effectively dealt with?**

- Not applicable
- Yes
- No. Please specify why \_\_\_\_\_

**30. Were you satisfied with the support provided by coordinator?**

- Not applicable
- Yes
- No. Please specify why \_\_\_\_\_

**31. What additional support could have been given by your coordinator?**

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**32. Are you satisfied with the overall program?**

- Yes
- No. Please specify why \_\_\_\_\_

**33. Do you feel this program should be continued?**

- Yes. Please specify why \_\_\_\_\_
- No. Please specify why \_\_\_\_\_

**34. Any other comments or recommendations you would make to improve the program?**

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# Mentoring Program Evaluation (Final Review)

## Mentee Evaluation Form

Name: (optional) \_\_\_\_\_

Center: \_\_\_\_\_

Male

Female

1. Your mentor was ... (tick the appropriate boxes)

different gender

different nationality

same gender

same nationality

2. Was your mentor easy to approach and talk to?

Yes

No

3. Did your mentor advise and encourage you with respect to your independent goals?

Yes

No

4. Did your mentor respond to your questions?

Yes

No

5. Did you have a sense that your mentor was interested in you?

Yes

No. Please specify why \_\_\_\_\_

6. Did you have a sense that your mentor respected you as a person?

Yes

No. Please specify why \_\_\_\_\_

**7. Was your mentor generous with time?**

Yes     No. Please specify why \_\_\_\_\_

**8. Did your mentor involve you in professional activities?**

Yes     No

**9. What activities did you share other than meetings and discussions?**

Name as many as you can.

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**10. Were you invited to informal gatherings of people from work?**

Yes     No

**11. Was your mentor your advocate with others?**

Yes     No



**12. Did your mentor connect you to other senior scientists or staff in your Center who could "fill in the gaps" in areas where your mentor might be less skilled?**

Yes     No. Please specify why \_\_\_\_\_

**13. Did you receive regular feedback and constructive criticism?**

Yes. Please specify how often \_\_\_\_\_

No. Please specify why \_\_\_\_\_

**14. How frequently did you meet or make contact a month?**

Please specify average number of times a month \_\_\_\_\_

**15. Indicate level of satisfaction with the frequency of contact that you and your mentor had during this program?**

Rate your satisfaction on a scale of 1 to 5, 1 being poor and 5 excellent.

1       2       3       4       5

**16. How long did each session last on the average?**

- less than an hour
- an hour
- an hour and a half
- two hours
- more than two hours



**17. Where did you normally meet?**

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**18. Were you satisfied with the venue where you met?**

- Yes       No. Please specify why \_\_\_\_\_

**19. Were you satisfied with your experience as a mentee?**

- Yes       No. Please specify why \_\_\_\_\_

**20. The best thing about the mentoring relationship was:**

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**21. The most difficult thing about the mentoring relationship was:**

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**22. As a result of this experience would you consider volunteering as a mentor?**

Yes       No. Please specify why \_\_\_\_\_

**23. What other resources would you recommend be added for future programs?**

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**24. To what degree were your expectations of the Mentoring Program met?**

Rate your satisfaction on a scale of 1 to 5, 1 being poor and 5 excellent.

1       2       3       4       5

**25. What benefits did you gain from participating in the Mentoring Program?**

(tick all that are applicable)

- Improved career planning
- Networking
- Gained skills and knowledge
- Increased personal development
- Personal satisfaction
- New opportunity
- Visibility
- Access to resources and laboratories
- Knowledge of where to find funds for training
- New perspectives
- Greater self confidence since starting mentoring
- Demystifying the senior positions
- Others \_\_\_\_\_



**26. Do you feel that the Mentoring Program has provided you with a mechanism of support and development?**

Yes       No. Please specify why \_\_\_\_\_

**27. Do you have a development plan in place now?**

Yes       No. Please specify why \_\_\_\_\_

**28. Do you feel your performance has increased as a result of the mentoring?**

Yes       No

**29. Did you feel that problems and conflicts were effectively dealt with?**

- Not applicable
- Yes
- No. Please specify why

**30. If your mentoring relationship ended prematurely, what were the reasons?**  
(tick the appropriate boxes)

- Not applicable
- Not a good match
- Difficulty in setting up meetings
- I lost interest
- Partner lost interest
- Accomplished goals
- Partner has left Center
- Difficulty in contacting the partner
- Others. Please specify \_\_\_\_\_



**31. Were you satisfied with the information and support from G&D?**

Yes       No. Please specify why \_\_\_\_\_

**32. What further support and information would you need?**

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**33. Were you satisfied with support provided by your supervisor?**

Not applicable

Yes

No

**34. What additional support could be given by your supervisor?**

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**35. Were you satisfied with the support from your Center?**

Yes       No. Please specify why \_\_\_\_\_

**36. What additional support do you need from your Center coordinator?**

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**37. Do you think that the Mentoring Program has genuinely enabled you to value diversity?**

Yes       No. Please specify why \_\_\_\_\_

**38. Are you satisfied with the overall program?**

Yes       No. Please specify why \_\_\_\_\_

**39. Do you feel this program should be continued?**

Yes       No. Please specify why \_\_\_\_\_

**40. Please add any other comments or recommendations you would make to improve the program.**

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