



Mentoring program

T E J E D O R



Complutense University of Madrid



“TEJEDOR” MENTORING PROGRAM Of PERSONAL CAREER DEVELOPMENT

Pilot program for pre and post doctoral researchers. - June 2020



Mentoring program

T E J E D O R



Complutense University of Madrid

Contents

PRESENTATION & DESIGN	2
PHASE 1: SELECTION OF MENTORS AND TELEMACHS.....	3
PHASE 2: MENTORING.....	3
PHASE 3: MONITORING AND EVALUATION.	3
PHASE 4: REDEFINITION OF THE MENTORING PROGRAM.	4
DESCRIPTION	4
WHAT IS THE MENTORING PROGRAM?	5
PROGRAM OBJECTIVES	5
MENTOR-TELEMACH RELATIONSHIP	5
WHAT IS EXPECTED FROM THE MENTORING PILOT PROGRAM?	5
PAIRING PROCESS.....	6
ELIGIBILITY CRITERIA FOR PARTICIPATION	6
PROGRAM DETAILS	7
THE BENEFITS OF HAVING A MENTOR	7
THE ROLE OF THE TELEMACHUS	7
THE BENEFITS OF BEING A MENTOR	8
WHAT SHOULD I EXPECT FROM MY TELEMACHUS?	8
MENTOR´S ROLE.....	9
RESOURCES FOR THE UCM MENTORING PILOT PROGRAM.....	10

“TEJEDOR” Mentoring Program

Presentation & design

This mentoring pilot program is part of the activities set out in the Human Resources Strategy for Research Action Plan - Human Resources Strategy for Researchers - HRS4R, from the Complutense University of Madrid. <https://www.ucm.es/hrs4r/>

The objective of the program is to offer advice on career options in addition to the academic one. For this, it is key to have mentors who, having had an academic professional career, are now performing their professional functions in a research-related environment, but not from an academic perspective.

It is a pilot program that will be shot throughout 2020 with the following phases:

Phase 1: Selection of mentors and telemacs.

Until June 1, the candidates will be selected to be part of the pilot. Selecting at least 5 non-academic mentors, but with a certain relationship with the UCM (one for each of the knowledge areas) and 15 telemacs (3 for each of the knowledge areas). Each mentor will be assigned 3 telemacs taking into account affinity criteria.

Mentors may be UCM PhD alumni, who are currently working in research positions in the industry, research management in public administrations, technology-based entrepreneurs or entrepreneurs, consultants from engineering companies and R + D + I , etc.

The telemacs will be students of pre doc and post doc programs.

Phase 2: Mentoring.

From September 14, 2020 to February 15, 2021, the six physical or remote meetings between the mentors and telemacs will be held with a periodicity of approximately 20-30 days. In these meetings, the mentor will rely on the materials provided and any other resource that they consider of interest, and the telemacs will complete a form enabled for this purpose on the program's website, in which, in addition to answering the questions, they must attach a brief report on the meeting.

To prepare the relationship between mentors and telemacs, a webinar or face-to-face meeting will be offered, expectedly in the first fortnight of September, dedicated to mentors and telemacs, explaining the objectives of the program, available resources and calendar. It will be an opportunity to solve doubts.

Phase 3: Monitoring and Evaluation.

From the UCM, resources will be contributed, doubts will be resolved and the activity will be monitored by analyzing the reports of the telemacs. In addition, a launch meeting will be organized at the beginning of the process in September 2020 and a closing meeting in March 2021.

Subsequently, and after a questionnaire evaluation, a focus group will be held with the mentors and telemacs to identify areas for improvement in the program.

Phase 4: Redefinition of the mentoring program.

Based on the results obtained, an improved version will be defined and expanded to a broader group, along with a battery of updated tools and a calendar to develop the process throughout the academic year 2021-2022.

Description

Telemacs (pre and post doctoral recruits) and mentors share the responsibility for ensuring productive and rewarding mentoring relationships. UCM's commitment to excellence must be maintained, therefore, mentors must provide dedicated mentoring that supports telemacs as they develop their skills as researchers, teachers, and future professionals; they must be empowered and interested to take advantage of the tutoring they receive.

Success in building a professional career does not depend exclusively on having a good academic record. Throughout the professional career, it is necessary to acquire additional skills and experience to intelligently plan the next steps, as well as learn about other experiences inside and outside the field itself. This can be difficult for pre and postdoctoral recruits, when career options are unknown, resources are available, or career options and next steps are unclear. In addition, at some point, most researchers face the dilemma of whether to follow the "traditional" path in the academic world or venture into the private sector or other professional alternatives.

What is the mentoring program?

Mentoring is a process in which an exchange of experiences, knowledge and skills is facilitated between a mentor, and who needs to develop them, the telemachus. The mentor or mentor will promote the personal, academic and professional development of those who are about to finish their studies or begin to live their first work or entrepreneurial experiences.

The process lasts 6 months, during this period the participating people undertake to develop 6 sessions, if possible face-to-face.

Program objectives

- Inform about career options
- Facilitate professional development
- Develop professional relationships
- Cultivate individual career plans
- Improve leadership skills
- Provide peer support by sharing knowledge and experiences

Mentor-Telemach relationship

- The telemachus is responsible for organizing the meetings.
- The position of the telemachus and the mentor must be agreed in advance.
- Mentors and telematics must understand that there are sometimes busier periods when it is difficult to respond to the needs of the Program
- All matters dealt with should be considered confidential.

What is expected from the mentoring pilot program?

Navigating through the last years of the PhD program or the final stretch of a post doctoral period, to the next stages of a professional career can be quite a challenge. UCM's mentoring pilot program connects pre and post doctoral researchers with professionals to help them prepare for the future.

For six months, a total of 20 people will work together in the Tejedor program, to facilitate the exchange of experiences, knowledge and skills between people with different long, short or beginning professional careers.

From September to February, the participants will undertake to carry out at least 6 sessions, if possible face-to-face and lasting at least one hour. The frequency and duration of the meetings are negotiable with your mentor.

Participants sign a mentoring agreement that describes the proposed meeting schedule and the goals of the mentoring.

Participants will have the opportunity to meet other mentors and students through 2 networking events scheduled at the beginning and end of the program.

The pilot program includes online information sessions as well as face-to-face meetings and organized networking events. Mentors and telemacs will be paired according to area of study, as well as interests, experience, and preferences.

The individual mentoring structure fosters relationships between experienced academia and industry professionals and young researchers, and offers the opportunity to discuss career aspirations and concerns while obtaining advice and support to help them prepare for the transition to next step.

Pairing process

When assigning a mentor we will take into account personal preferences, recorded through the application form, motivations for participating in the program and level of commitment to the program.

When assigning a telemachine, both personal preferences, which will be recorded in the registration form, and your tutoring preferences, which are taken into account when matching participants, will be taken into account.

Eligibility criteria for participation

Only applicants who meet the eligibility criteria can apply for a mentor in this program.

- Hired pre and post doctorate
- You must also have attended one of the mandatory preparation sessions.

Program details

The benefits of having a mentor

Mentoring is often a rewarding experience and an opportunity to reflect on your own professional journey, skills, and knowledge.

- Mentors challenge, motivate, inspire, and empower you to pursue your goals.
- Learn about alternative options and career paths after study and broaden your horizons to explore new opportunities.
- Gain confidence and explore a professional direction.
- Learn from a professional how to successfully adapt to the world of work.
- Develop your career plan and align your goals with your values.
- Increase your confidence at work and in your professional communication skills.
- Improve your chances of getting a job or an admission to the next academic phase by developing a professional resume and practicing interview techniques.
- Learn more about postgraduate studies and career options.

The role of the telemachus

The success of a mentoring association depends on the beneficiaries' commitment to commit to their mentor. Pre and postdoctoral recruits who wish to participate as beneficiaries need to commit to:

- Be available during the mentoring period to meet with your mentor.
- Meet at least 6 times during the semester.
- Take responsibility for the mentoring relationship, which includes starting and managing meetings.
- Examine discussion topics and questions before each meeting.

- Be punctual in meetings.
- Communicate regularly and on time with the mentor (based on the agreement).
- Maintain the confidentiality of shared information.
- A relationship based on mutual trust, respect and professionalism.

The benefits of being a mentor

Mentors from other programs often say the role is enjoyable and rewarding, as well as having a positive impact on the next generation of researchers.

Mentors in this program may be UCM researchers with proven industry experience, UCM alumni who are currently pursuing careers in the industry, or in organizations that manage research.

Mentoring is often a rewarding experience and an opportunity to reflect on your own professional journey, skills, and knowledge; while helping you allow:

- Improve your coaching and leadership skills.
- Develop a new perspective on your professional career.
- Expand your professional network.
- Help shape the future of your profession and your community.
- Connect with the next generation of graduates.
- Support your telemacs to identify and achieve their professional goals and develop with confidence.
- Reconnect or develop closer links with the UCM.

What should I expect from my telemachus?

A beneficial and rewarding mentoring relationship often depends on a student's initiative to engage with their mentor.

- We require students to demonstrate their commitment and interest in the program before pairing them with a mentor.

- Initiate communication with your mentor after pairs have been established.
- Meet the program requirements (at least 6 meetings)
- Examine discussion topics and questions before each meeting
- Be punctual in meetings.
- Communicate regularly and on time with the mentor (based on the agreement).
- Be respectful of the mentoring relationship and communicate in a courteous manner.
- Maintain the confidentiality of shared information.

Mentor's role

Mentors challenge, motivate, inspire and empower their students.

Mentors train telemacs to make positive changes in their lives. The role of the mentor is to work with the beneficiaries to identify where they need the most knowledge and understanding. Mentors must be open to share their personal experiences and knowledge. It is through this exchange that young researchers develop a better understanding of the professional world and the ability to make informed decisions about career paths and strategies after their training stage.

- Mentors:
 - Provide guidance to telemacs around self-reliance, motivation, and confidence.
 - Provide information about particular fields and professional networks and open the eyes of their students to less obvious careers.
 - Provide a safe place for discussion without judgment.
 - Challenge assumptions and preconceptions about career paths and how to be successful.
 - Encourage self-directed reflection, analysis, and problem solving

Resources for the UCM Mentoring Pilot Program

- Presentation session for mentors, telemacs and managers of the UCM Doctoral School
- Workshop / Training webinar for mentors and telemacs *
- Meeting follow-up form *
- Online mentoring manual for the mentor and telemachist: program website.
- Evaluation forms

*The documents marked with * are produced within the framework of the European project REBECA and are licensed under the CREATIVE COMMONS ATTRIBUTION INTERNATIONAL LICENSE 4.0.*