

**UNIVERSITY FOR
DEVELOPMENT STUDIES**



MENTORING Policy

By:
Institute for Continuing Education and Interdisciplinary
Research (ICEIR)



University for Development Studies

Mentoring Policy

Prepared by

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Prof. Seidu Al-hassan

DIRECTOR

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PREFACE

The mentoring policy document for the University for Development Studies (UDS) was prepared under the framework of the university's philosophy to address appropriately issues concerning its development and professional growth. (It has been adopted by the university to address appropriately issues concerning mentorship in order to improve upon it. The University for Development Studies (UDS) attaches considerable importance to staff relation, quality research, publication, teaching and administrative standards. To this end, the university recognizes its obligation to ensuring and maintaining standards by allowing experienced staff to coach and guide the less experienced ones. This document therefore serves as a guide to both experienced and inexperienced staff and to ensure that the university conforms to generally accepted principles and standards of mentorship in the areas of research and publications, teaching and administration.

The mentoring policy document specifies the goals and responsibilities of both the mentor and the mentee, conflicts of interest arising from mentoring, the procedures in managing and resolving misunderstanding as well as the ethical issues surrounding mentoring. These serve as rules guiding mentoring in the university. Generally, this mentoring policy and the resulting outcome represent guiding principles to researchers and administrators of the university to improve quality staff for efficient productivity.

It is my fervent hope that academics and administrators of the university will use this mentoring policy document as a guide for mentoring in line with accepted ethical standards for the benefit of society and to promote and uphold the good image of the university. I therefore wish to convey my heartfelt appreciation to the Director and staff of the Institute for Continuing Education and Inter-disciplinary Research (ICEIR) and the Pro-Vice Chancellor for their leadership roles in the production of the document.

Professor Haruna Yakubu
Vice Chancellor

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PREAMBLE

The University for Development Studies, in order to facilitate staff development, promote research and academic excellence, and training for new staff and junior lecturers, does ordain and establish this Mentoring Policy for the University for continuous improvement related to staff. This is grounded in principles and practices as follows:

- **Free will to choose or accept mentors or mentee**
- **Mentee could have multiple mentors**
- **Information about the mentee can be made available to mentors to choose**
- **Mentors and mentee should know about each other in a situation of multiple mentorship**

These principles and practices are culturally informed, and rooted, where possible, on evidence-based best practices and empirically supported models. Administration and research at UDS encourages mentee participation to the maximum extent possible, focuses on providing excellent administration and research work.

All employees of the university are valued with the recognition that they are essential to meeting the goals of UDS. A successful mentoring policy involves a well supported and well trained work force whose practice is grounded in research and administration concepts, an atmosphere that enhances creativity, knowledge acquisition and proactive problem solving. The UDS is committed to meeting its legal obligations, professional standards, and its higher aspirations as well. Many aspects of this mentoring policy, therefore, have been designed to exceed minimum legal requirements and professional standards.

1.0 BACKGROUND

The University for Development Studies was established by PNDCL 279 (University for Development Studies Law, 1992) with academic and research work commencing in September 1993. The university has since been in operation in accordance with its philosophy of blending the academic world with practical field training for the development of Northern Ghana and the country as a whole.

Though teaching and learning have been going on since the establishment of the institution, there is no clear-cut mentoring policy that would allow for effective mentoring of staff for their professional development. Effective research/publications, teaching and administration can only take place if there is an elaborate mentoring document relevant for guiding staff in their professional development. It is towards achieving this goal that ICEIR realised the need and organized a stakeholders' workshop at Navrongo Campus to collate ideas that would be incorporated into the development of a mentoring policy document for the university.

2.0 RATIONALE OF THE POLICY

The rationale of this policy is to enable UDS produce a blue- print for mentoring that will serve as a guide for both senior staff and younger inexperienced staff. This policy is aimed at providing effective guide for mentoring of young/new staff in the university in the areas of publications, teaching and administration, with the view to improving their performance and thereby projecting the overall image of the university.

3.0 POLICY GOAL

The overall goal of this policy is to identify, unearth and develop the potentials/capacities of junior/new staff within the university in the areas of publications, teaching and administration in order to improve the quality of staff and the overall performance of the University for Development Studies.

3.0.1 POLICY OBJECTIVE

The Policy aims to:

- a) Identify or unearth the academic potentials of young staff of UDS;
- b) Improve the quality of staff of UDS;
- c) Develop the professional capacities of staff of the university;
- d) Improve the academic performance of the staff of the university.

4.0 GENERAL PRINCIPLES OF MENTORING

For the mentoring process to be successful, the general principles of mentoring would be as follows:

1. The mentor shall contribute to the professional development of the mentee
2. The mentor should overcome any bias or personal traits in the mentee
3. Mentoring shall be suggestive and not based on force.
4. There should be honesty, transparency, commitment, tolerance, patience, discipline, selflessness and empathy in the mentoring process by the mentor. In addition, the mentor should be experienced and knowledgeable in the area of mentoring.
5. All newly appointed staff may be assigned to mentors in their field or related fields.

6. The mentor should be able to encourage, assist and support the mentee to publish.
7. The mentor and the mentee should accept each other and be prepared to work together.

5.0 RESPONSIBILITIES OF THE MENTOR

To ensure full commitment of the mentor, the responsibility of the mentor among others shall comprise the following:

1. The mentor takes a proactive position or attitude in the mentoring process
2. The professional development of the mentee shall be given the necessary attention to enable him or her to set realistic goals.
3. The mentor is expected to adopt a nurturing attitude to presenting the mentee to other members of staff and departments.
4. The mentor should take the necessary steps to address the grievances of the mentee
5. The mentor offers constructive feedback in some positive ways to enable the mentee bring out the potentials he/she has for professional development
6. The mentor should be able to make follow-ups to see whether the mentee is doing what is required of him/her
7. The mentor should be able to unearth and develop potentials of the mentee for his/her professional development
8. The mentor should be able to build rapport with the mentee to give him/her some self confidence

9. The mentor should promote the professional growth of the mentee through motivation, counselling and encouragement as well as create some opportunities for the mentee
10. The mentor should nurture and develop the mentee
11. The mentor must be able to encourage the mentee to develop his/her potentials
12. The mentor should share his/her experiences with the mentee in the process
13. The mentor should give the mentee challenging tasks and lead him/her through the tasks.

5.2 RESPONSIBILITY OF THE MENTEE

In order to ensure successful mentoring, the mentee shall be:

1. Dedicated, willing, comporting, committed and hardworking in order to be mentored
2. Aware that there is a mentoring process in the university to prepare his/her mind for it
3. Willing to learn from the mentor
4. Open to new ideas in the process of mentoring
5. Receptive for the process to succeed
6. Trusted by the mentor in the process
7. Appreciative of the efforts of the mentor without financial remunerations
8. Proactive in the mentoring process
9. Willing to endure challenges and work hard

10. Open in communication

11. Willing to accept suggestions from the mentor.

5.2 THE ROLE OF UDS

In order to ensure high quality of mentoring, the University for Development Studies shall:

1. Provide the necessary support for the mentor and the mentee for the success of the process
2. Recognize the mentoring relationship existing between the mentor and the mentee in the process
3. Provide logistics and structures for Monitoring and Evaluating the process
4. Resolve misunderstanding between the mentor and the mentee in the event they arise.
5. Ensure that there is orientation for new staff.

5.3 IMPLEMENTING BODY

Management should establish a committee to ensure the implementation of the policy, and the Quality Assurance Unity of UDS should regulate Mentoring Policy.

6.0 CONFLICT OF INTEREST IN MENTORING

For there to be smooth and successful mentoring, conflict of interest shall be handled as follows:

1. Any actual or potential conflict of interest situation shall be disclosed in the course of mentoring by the mentor and the mentee e.g. previous conflict or confrontation should be

disclosed and care should be taken in mentoring a relative or a family member.

2. Mentor and mentee shall operate within defined rules of the university particularly (research ethic policy) to avoid future conflict in the process.
3. Mentors and mentees shall be given orientation before the mentoring process in order to avoid potential conflicts
4. Care must be taken in order not to exploit the relationship for personal gains in terms of time and accessibility in order to avoid potential conflicts
5. Disclosure of confidential information to third parties must be avoided by both the mentor and the mentee.

7.0 PROCEDURES FOR MANAGING AND RESOLVING MISUNDERSTANDINGS

In an event of conflict or misunderstanding between the mentor and the mentee, the following procedures shall be followed:

1. Issues of misunderstanding should first be addressed by the mentor and the mentee.
2. The mentor and the mentee should take steps to manage their differences in the mentoring process if disagreements persist.
3. In an event where both are unable to reach an understanding, a third party (organisation, oversight committee) shall be involved in resolving the conflict/misunderstanding.
4. Existing procedures for conflict resolution in the university shall be followed.

5. There shall be openness in communication as a way of managing misunderstanding.
6. The mentor shall exercise restraint and maturity during mentoring.
7. Both parties shall sit down and discuss issues of contention during the process to resolve the conflict
8. A mentor could be appointed to resolve the misunderstanding when the need arises

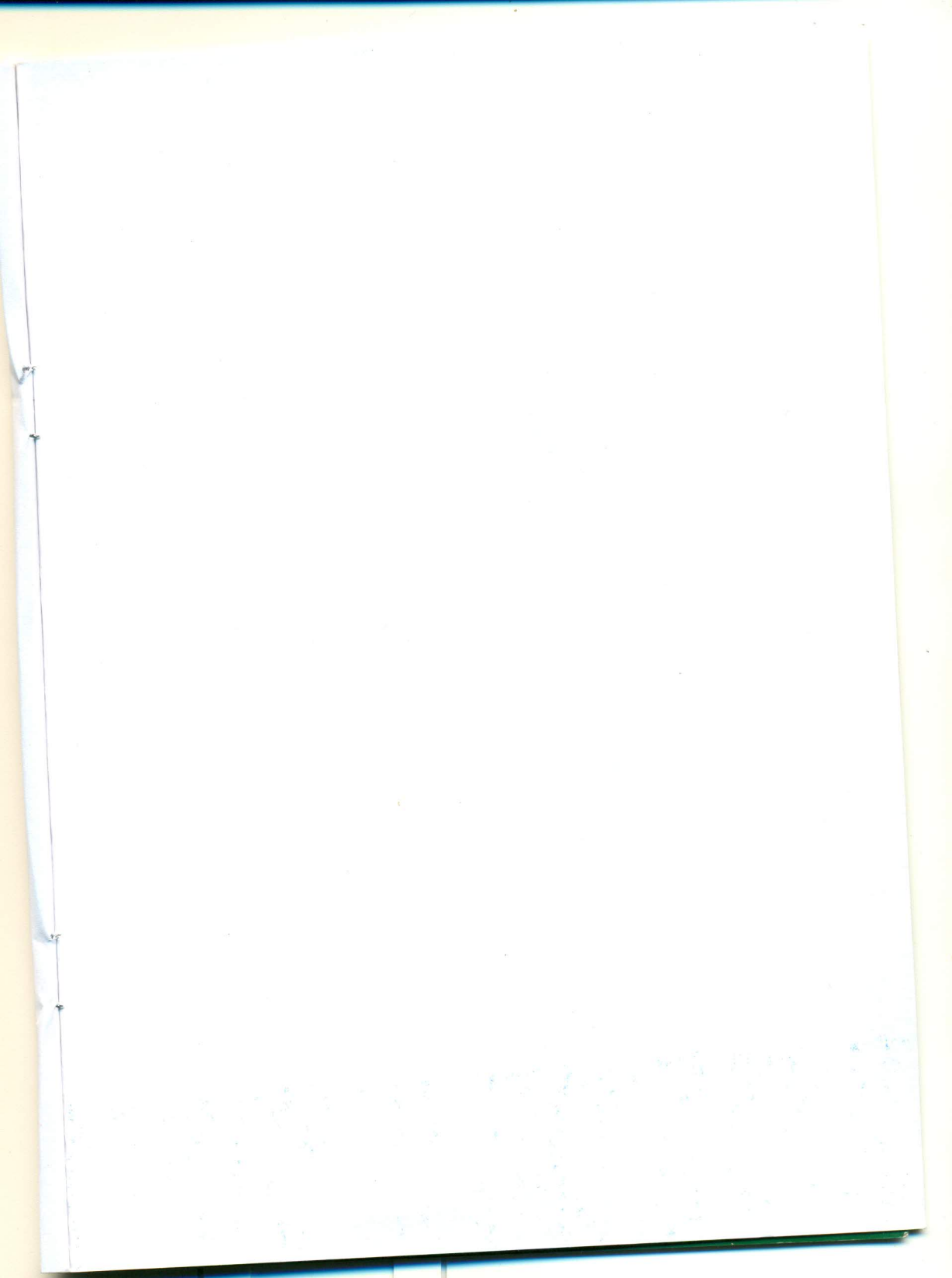
8.0 ETHICAL ISSUES IN MENTORING

To ensure smooth and perfect mentoring processes, the following ethical issues in mentoring shall be addressed as follows:

1. The UDS Ethical Policy Document shall be followed as a guiding principle in the mentoring process.
2. Confidentiality shall be respected and guided by professional code of ethics.
3. Both parties shall be frank, honest and truthful and respect time in the mentoring process.

CONCLUSION

This policy will serve as a guide to mentoring processes in the University for Development Studies. The Mentoring Policy shall be adopted by the university and applied effectively.



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