

MENTORING

Mentoring in research organisations is meant to improve career advancement opportunities, as well as other measures such as conciliation and other more direct in career progression. Mentoring is especially addressed to early career women researchers in order to help them advance in highly competitive job market.

Below is a list of successful practices relating to Mentoring, according to R&I peers research.

PRACTICE 1: Group Mentoring Program

General information

Title	Group Mentoring Programme
Organisation	Radbound University
Type of organisation	University
Country	The Netherlands

Specific information

Aim of practice	Establishing mentoring programmes for female?? students to the programs to sensitise mentors to gender issues in work-life balance.
Time Frame	One year
Beneficiaries	Female students?? Who will be assisted and supported by talented women academics including post-doctoral candidates, assistant professors, and associate professors.
Tools used	<ul style="list-style-type: none">• Workshops on strategic career planning• Negotiations• Networking• Mentor-mentee relationship building• Sessions with peer mentees• Workshops for mentors• Personal coaching of mentees by university career coaches
Steps and procedures followed to implement tools	<ul style="list-style-type: none">• Selection of female academics to participate as mentors by the institute/faculty board• Matching mentors and mentees by HHRR departments in a fashion that the mentors are not from the same discipline as the mentee in order to avoid politics• Exposing Informing? female students about the program and promoting their participation so that they have access to support

	<p>and know where to go for help</p> <ul style="list-style-type: none"> • Meetings of the mentoring committee to establish and maintain the mentoring programme
Description / benefits / comments	This programme is an expansion of an already existing programme for females. Its goal is not so much to give career counselling as to communicate gender sensitivity and to establish an understanding and provide tools??? of issues that females will deal with as they work their way up the career ladder.

Evaluation

Works well	There is no clear indication as to how this programme is working, but it would appear that it would work well in exposing females to the difficulties that they will confront and how to deal with them.
Transferability	If there is an appropriate review of both the successes and deficiencies of the programme and that is shared, it would be easily transferable to other educational organisations.
Learning potential	Mentoring has a tremendous potential as a tool for teaching female students about work-life balance and career progression difficulties in academia (etc.), as long as proper care is taken in creating the proper match between mentor and mentee.
Gender perspective	This programme can have a significant impact on men and women by providing a system whereby women are granted greater equality within the educational community.
Sustainability	The mentoring programme could be highly sustainable as long as it is institutionalised within the university.

PRACTICE 2: Web Platform

General information

Title	A web platform
Organisation	University of Trento
Type of organisation	University
Country	Italy

Specific information

Aim of practice	Recreating informal partnerships that have always occurred in the workplace making them more available to both females and males by means of a web platform. The objective was to design, implement, and asses a mentoring programme oriented towards the creation of a social
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	environment favouring mentoring relations, intended to provide advice, information, and opportunities among researchers at different stages of their careers, online. Particular attention was dedicated to overcome gender asymmetries, both in the design of the tool and the choice of mentors.
Time Frame	Unclear
Beneficiaries	Young female and male researchers at early stages in their career, particularly in the STEM and SSH departments of the university.
Tools used	The technologies and theming standards used in the development of the website are similar to those already used by the university, which would assist in diminishing the amount of funding necessary, making it more sustainable and making it easier to manage.
Steps and procedures followed to implement tools	<ol style="list-style-type: none"> 1. Desk analysis of online mentoring activities and services 2. Desk analysis of the information regarding PhD student and postdoctoral research fellows available 3. Identifying the contents to be included in new website 4. Identifying the best strategy to develop through the website a section focused on career development issues 5. Involving in the website creation internal stakeholders in order to guarantee visibility and useful content 6. Programming the website and creating it
Description / benefits / comments	The benefits of this programme are that it makes mentoring universally available to all students at the university, particularly those in STEM and SSH departments. It also allows the developers to track down useful information about activities used in other universities as well as internally through the desk analysis technique. Online websites are easily accessible and easily amended overtime.

Evaluation

Works well	This website concept works well. Firstly, it is available to all students (male and female) and involves a significant number of stakeholders within the university. It is bilingual (Italian and English) and interactive.
Transferability	This programme is easily transferable, since it is a website accessible to all, as other universities can visit the website and check the activities.
Learning potential	High learning potential. It involves males and females in an interactive programme. Additionally, it is bilingual and can address issues in people's native language. The learning potential is also high for mentors because they will get consistent feedback through the website.
Gender perspective	This website is intended to deal with asymmetry and gender issues and present them to both males as well as females so that each group can become aware of the other's perspective.

Sustainability	High sustainability. The website can be amended regularly as it is on the university's website and it can receive comments because it is interactive. All this allows to incorporate and feed the website with new ideas continuously. It is clearly a resource that can be kept as a continuous source of information and dialog between students, mentors, and other participants.
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PRACTICE 3: Self-tailored objectives on mentoring

General information

Title	Self-tailored short-term and long-term objectives on mentoring
Organisation	University of Ljubljana and the ZRC SAZU, Fran Ramovš Institute of the Slovenian Language
Type of organisation	University
Country	Slovenia

Specific information

Aim of practice	Developing career mentoring for females designed to encourage young female entrepreneurs, facilitate their development, and help them realise their potential with the help of experienced mentors.
Time Frame	Two semesters (one academic year total)
Beneficiaries	Young female entrepreneurs and the Slovenian academic environment in general, and young female entrepreneurs in the future who will received the advice from the trained people.
Tools used	<ul style="list-style-type: none"> • Interviews with individuals who know about mentoring in academic environments • Seminars on (focus groups) mentoring at test institutions • Presentations and dissemination of results on mentoring (scientific articles, meetings at various institutions, in national and international scientific conferences) • Workshops on mentoring for both, mentors and mentees • Workshops on promotion criteria for the mentees
Steps and procedures followed to implement tools	<ul style="list-style-type: none"> • Recruiting mentors and mentees for focus group • Creating a list of addresses of participants for seminars on mentoring • Preparing an agenda for seminars • Fixing the datum and venue of seminars • Create a distribution list • Implement two seminars??? • Transcription and analysis of the recorded material and evaluation

	<p>forms</p> <ul style="list-style-type: none"> • Writing a report • In the long term, preparing and distributing a scientific article and organising workshops for mentors and mentees about gendered mentoring
Description / benefits / comments	The concept of “include all” programme is a positive way to promote females succeeding in the entrepreneurial world, e.g. “high heels club”, which also contributes to create a networking peer group.

Evaluation

Works well	While there does not seem to be any statistics, it appears that the concept of mentoring in a two-way direction whereby mentees can learn from a group of more than 100 experts would be a positive experience.
Transferability	Many ideas generated by this programme can be emulated and adjusted to numerous other programmes. The steps taken in this programme can be adjusted and simplified and improved upon, to fit numerous other academic environments (such as ...).
Learning potential	There is a significant potential to learn based on the level of experience of the mentors, the experts, and the vast knowledge that can be passed on.
Gender perspective	From the perspective of a female, having these resources available and being made aware of women opportunities in the entrepreneurial world can have an extremely positive impact on young women.
Sustainability	This program will be sustainable so long as it is manageable. The only criticism would be that there are so many moving parts (100 experts), which while positive, can ultimately be overwhelming it is also necessary for this program or any program to have built-in flexibility.

PRACTICE 4: Mentoring for younger researchers and technologists

General information

Title	Mentoring for younger researchers and technologists
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Specific information

Aim of practice	The mentoring project aims at helping new fixed-term researchers grow up with the help of more experienced researchers and find critical points, which prevent them to grow in their career in physics. The idea is to have senior female researchers and technologists work with young researchers during the course of a year, starting with a general meeting, followed by face-to-face meetings. The mentor is more than a teacher, they aim to create this awareness between young and senior researchers in order to increase the percentage of female researchers.
Beneficiaries	Young female researchers at early stages in their career.
Description / benefits / comments	The mentor is more than a teacher, they aim to create this awareness between young and senior researchers in order to increase the percentage of female researchers.