

APPROVE

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Colonel
Commandant of ENDC

I declare null and void the document approved on 20 September 2011
“Mentoring System in the Estonian National Defence College”
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Mentoring System in the Estonian National Defence College

I GENERAL PROVISIONS

1. The Mentoring system (hereinafter: Mentoring) in the Estonian National Defence College (hereinafter: the ENDC) states the essence of mentoring, the principles of its organisation and implementation in the ENDC.
2. Mentoring is based on the institution’s principles of quality assurance, the development plan of the ENDC and documents associated with mentoring that have been developed with the help of the higher education quality promotion program Primus that is supported by the European Social Fund.

II TERMINOLOGY

3. New member of teaching staff – a person starting work in the ENDC as a member of teaching staff or chief/head of a chair.
4. Mentor (in the context of an institution of higher education: mentor-teacher) – a more experienced colleague who supports the (new) teacher’s (mentee’s) professional development.
5. Mentee – (new) teacher supported by Mentoring.
6. Mentoring – supporting and developing the mentee’s teaching competence in teaching through the analysis of experience, dialogue and questions.
7. Mentor Body – an association of the members of teaching staff of the ENDC working as mentors.

III TARGET GROUP OF MENTORING

8. The target group of mentoring is roughly all members of teaching staff who wish to improve their teaching and supervising competence and to better adjust to the organisation.
9. Mentoring is implemented:
 - a. For new members of teaching staff starting work in the ENDC;
 - b. Members of teaching staff resuming their career (e.g. coming back from maternity leave).
10. Mentoring is available for:
 - a. members of teaching staff who have worked in the ENDC more than one academic year;
 - b. Head/chief of a chair of the Education Department.

IV MENTORING

Purpose

11. The purpose of Mentoring in the ENDC is:

- a. To improve the quality of studies through the activities promoting studying and teaching. The quality of Mentoring influences the overall level of education of officers and non-commissioned officers (NCOs) of the Estonian Defence Forces and manifests itself, among other things, later on in the knowledge, skills and attitudes of regular members of the Defence Forces sent to the ENDC as members of teaching staff;
- b. To develop the self-guided teaching and supervision competences of the new members of teaching staff through co-operative learning and reflexion;
- c. To support mentee's and mentor's professional development, to enable mentees to get feedback and support while working in the ENDC, and mentors to realize himself/herself and to share one's experience and knowledge;
- d. To promote the adjustment of the new members of teaching staff to the work processes of the ENDC and to support co-operation between the members of teaching staff.

Principles

12. Mentoring is carried out through collegial co-operation.
13. Open dialogue and communication, learning from one another, co-operation and understanding of the ENDC's values and goals are promoted through mentoring.
14. Mentoring is based on:
 - a. Communication between two colleagues – mentor and mentee – where above all the needs of the mentee and the ENDC are taken into account;
 - b. Experience, co-operation, sharing of knowledge and resources and personal responsibility in assuring one's development;
 - c. Confidentiality (interaction between mentor and mentee remains between the two parties mentioned above).
15. The prerequisites for Mentoring are a positive atmosphere and readiness to be able to help oneself and others. Both the mentor and mentee have to be ready for open dialogue.
16. Mentoring supports lifelong learning. The ability to learn of the members of teaching staff creates the preconditions for the students' readiness to develop and thereby for the sustainability of the Estonian Defence Forces as a whole and the ENDC as an institution of higher education.

Mentor

17. The mentor is at the same time a colleague and adviser who can handle different problems, difficulties and conflicts in the study process and give feedback.
18. The mentor is the mentee's advisor whose task is to support and help the mentee.
19. The mentor is guided by the needs of the mentee and the ENDC and serves the organisation and society.
20. The mentor is characterized by positive attitude, wish to develop oneself and promote the development of the ENDC, improve studies and devote oneself to mentoring.
21. Requirements for a mentor:
 - a. After being selected be the mentor completes basic mentor training;
 - b. Is professionally competent and has at least one year of work experience as a member of the ENDC teaching staff;
 - c. Is ready to learn and is able to analyse;
 - d. Is open-minded, reliable, motivated and with a mission;
 - e. Has good interpersonal and proactive skills (empathic, good at communication and solving conflicts, active listener, ready to admit one's mistakes etc);
 - f. Is capable of providing constructive and inspiring feedback;
 - g. Can act without harming the mentee, students, the ENDC and oneself.
22. Tasks of the mentor:
 - a. Helps to compile the mentee's development plan based on the needs of the organisation and mentee;
 - b. Visits the mentee's lessons, organises classroom observation of one's classes and other members of teaching staff for the mentee;
 - c. Provides constructive feedback on the mentee's classes and the development of the mentee's social skills;
 - d. Analyses his/her own activities as well as the development of the mentee;

- e. Recommends in-service training for the mentee, teaching materials that support teacher development and participates in in-service training;
 - f. Completes paperwork related to Mentoring and turns the paperwork in on time;
 - g. Participates in the activities of the mentors' network of Estonian establishments of higher education.
23. Mentor has a right:
- a. To receive support from his/her immediate superior for performing the duties of a mentor;
 - b. To undergo in-service training courses and receive necessary information in order to work as a mentor;
 - c. To introduce Mentoring and the activities associated with it in the ENDC;
 - d. To include the time spent mentoring as part of regular working hours (avg 0.25 ECP per month per one mentee).
 - e. To be remunerated for his/her activities as a mentor.
24. Requirements for the mentor's work:
- a. Activities are set forth in this document;
 - b. Communication with the mentee is based on the confidentiality agreement;
 - c. Activities are based on good academic practice;
 - d. Is bound by deadlines and agreements;
 - e. Keeps record of the mentoring process in an agreed and suitable form.

Mentee

25. Requirements for a mentee:
- a. Is cooperative and communicative;
 - b. Is ready to analyse oneself and things that need to be improved in oneself;
 - c. Is ready to develop one's professional and social capabilities based on the guidelines received from the mentor.
26. Mentee is responsible for:
- a. Compiling and completing his/her own development plan in cooperation with the mentor;
 - b. Setting purposes for one's personal development and is responsible for one's professional development;
 - c. Analysing one's own activities;
 - d. Complying with deadlines and agreements made with a mentor;
 - e. Recording mentoring process in an agreed and suitable form;
 - f. Participating in the classroom observation system together with one's mentor;
 - g. Compiling a written self-reflexion in free form (about the activities throughout the academic year and one's development as a teacher) to be presented for the Mentor Body by May of the academic year at the latest.

V REGULATIONS AND IMPLEMENTATION OF THE MENTORING

Regulations of Mentoring, assuring sustainability, reporting

27. In the ENDC mentors can be members of teaching staff who correspond to the requirements provided for in this document.
28. The initiator of the Mentoring in the ENDC and assuring its sustainability and implementation is the Mentors of the ENDC the composition of which is determined by the order of the Commandant of ENDC.
29. Mentor Body:
- a. Is independent in its actions and is based on the principles provided in this document;
 - b. Elects a coordinator from amongst its members who organises meetings of mentors and is responsible for keeping the documents of the Mentor Body;
 - c. Is responsible for solving the problems that may occur in the activities of mentors (e.g. replacing a mentor, current issues);
 - d. Is responsible for the sustainability of the mentoring system, evaluating the need of new mentors at the beginning of each academic year and making relevant proposals to possible mentor candidates;
 - e. Organises meetings of mentors and mentees three to four times a year;
 - f. When necessary, organises a lecture on the defence forces and military field to the civilian members of teaching staff.

30. Preparation of a new mentor for working as a mentor takes place throughout one academic year.
31. When selecting new mentors, the Mentor Body keeps in mind the following principles:
 - a. Selection of mentor candidates is based on the current document:
 - b. In the ENDC there are at least four mentors at a time;
 - c. The member of teaching staff having agreed to work as a mentor is sent to basic mentor training.
32. The minimum time period for working as a mentor is one academic year.
33. The Mentor Body is liable to report to the Chief of Education Department. The summary of mentoring activities in one academic year is presented within the first two weeks of the following academic year. The summary points out the number and names of mentors and mentees having participated in mentoring, general overview of activities, as well as the problems mentors had in their activities and possible solutions. Based on the summary of mentoring activities the current document can be amended.
34. Summaries of mentoring activities in one academic year are registered in the document management system according to the records management procedure.

Selecting a mentor and mentoring relationship

35. Every new member of teaching staff selects a mentor for himself/herself. The members of teaching staff having worked in the ENDC for more than one year can also select a mentor when agreed with the Mentor Body.
36. One mentor can have more than one mentee.
37. The mentoring relationship is regulated by the Mentor Body throughout the whole academic year.
38. Participating in the first mentoring meeting of the academic year is compulsory for all new members of teaching staff and the mentees of the previous academic year. The time and place of the mentoring meeting is communicated to all new members of teaching staff by the coordinator of the Mentor Body via e-mail.
39. The members of teaching staff having worked in the ENDC for more than one year can also participate in the first mentoring meeting of the academic year if they wish to select a mentor to improve their professional skills.
40. The mentoring relationship is established for the minimum of one academic year.
41. Mentoring work format is usually a dialogue between a mentor and a mentee. When necessary it is possible to establish a network between several mentors and mentees (including in cooperation with other institutions of higher education).
42. In an agreement with a mentor a mentee has the right to apply for continuation of the mentoring relationship for more than one academic year in case the latter finds it necessary in order to promote one's professional competence.
43. The mentoring relationship is established in detail in the mentoring agreement (Annex 1) that regulates the frequency of meetings, goals, obligations and responsibilities of both parties, confidentiality, procedures for solving problems and concluding the mentoring relationship. The mentoring agreement is drawn up in two identical copies one of which is kept by both parties; both copies are signed by the mentor and mentee during their first meeting.
44. The mentor's copy of the mentoring agreement is forwarded to the coordinator of the Mentor Body once the mentoring relationship is over; the latter is responsible for preservation of the document.
45. Summaries are compiled based on the meetings between the mentor and mentee (Annex 2) that state the main issues of the meetings, further activities and the time for the next meeting. Such summaries and discussions between the mentor and mentee are confidential unless otherwise agreed. The summaries are kept until the end of the mentoring relationship.

Terminating the mentoring relationship

46. The mentoring relationship ends by terminating the agreement between the mentor and mentee.
47. When the final decision to conclude the mentoring relationship has been made (irrespective of the party starting the process or the reason to end the mentoring relationship) one final meeting takes place where the mentor and the mentee finish what they started.

48. Both the mentee and mentor have the right to conclude the mentoring relationship prematurely, before the date stipulated in the mentoring agreement. Ending the mentoring agreement is recorded in the mentoring agreement.
49. In case the mentoring agreement is terminated before the end of the academic year, the mentee is required to select a new mentor with the guidance of the Mentor Body.

Compiled by:

[agreed digitally]

Nele Rand

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Example of a mentoring agreement

The mentor, full name (*telephone number, e-mail address*) and the mentee, full name (*telephone number, e-mail address*) agree to the following:

We will meet (how many times a month or week) during the time period of (set the beginning and end of the process).

As a rule we will meet in (place of meeting). Exceptions (e.g. classroom observation and the following discussion etc.) are agreed upon separately.

We will always meet at a fixed time, at and during the meeting we will also fix the time and place of the next meeting.

We both take the responsibility for setting a convenient time for our meetings. In case of unforeseen circumstances (e.g. illness) does not allow us to come to the meeting at a fixed time, we will notify each other of the circumstances as soon as possible. We will do our best to remove all obstacles in the way of our meetings.

We respect confidentiality of our common work.

When starting out cooperation we see the goal of the mentoring relationship as follows:

1.
2.
3. etc.

All misunderstandings are resolved in a peaceful manner.

Should it be that our cooperation cannot continue for whatever reasons, we will agree upon one last meeting to conclude the mentoring relationship.

Date

Signatures

Summary of the mentoring meeting

Filled out by the mentor:

Date:	
Time:	
Activities prior to the meeting and their duration in hours	
Classroom observation ... hours Phone conversation ... hours ...	
Topics discussed at the meeting:	
<i>Lesson analysis, how to activate students</i> ...	
Activities for the next meeting	
...	
Next meeting:	
Mentee: <i>full name</i>	Mentor: <i>full name</i>