

Thematic Areas	Competencies	Examples
Communication & Relationship Management	Align expectations	<p>Align and communicate mutually beneficial expectations for mentoring relationship</p> <p>Make explicit institutional and discipline-specific norms, standards, and expectations</p>
	Address availability and accessibility	<p>Demonstrate commitment to mentee/make mentee a priority (e.g. being available for meetings as needed, providing prompt feedback to emails, grants, papers, Establish frequency of meetings and interim communication modes</p>
	Enhance Interactional Skills	<p>Engage in active listening</p> <p>Ask probing questions</p> <p>Actively promote feedback</p> <p>Effectively manage conflict and disagreement</p> <p>Take into consideration perspectives and realities other than mentor's own</p> <p>Foster a sense of belonging and trust</p> <p>Effectively negotiate dialogue across diverse backgrounds, disciplines, departments, generations, ethnicities, and positions of power</p>
Psychosocial Support	Attend to cultural diversity issues	<p>Understand how individual differences and cultures influence mentoring relationships</p> <p>Communicate effectively across diverse dimensions including varied backgrounds, disciplines, ethnicities, positions of power, and styles</p>
	Serve as role model	<p>Provide work-life balance guidance</p> <p>Demonstrate positive leadership skills (e.g. demonstrate how to build a research team, manage a lab, how to find, hire and keep good people)</p>
	Establish capacity to reflect on and enhance relationship	<p>Tailor amount and type of psychosocial support to the personality, circumstances, and response of the individual mentee</p> <p>Acknowledge and celebrate mentee's successes</p>
	Encourage peer mentoring	<p>Empower mentee to seek guidance and help from other scholars at their level of training</p>
Career and Professional Development	Prepare and guide implementation of a career development plan	<p>Identify gaps in mentee's knowledge in order to create a realistic career development plan</p> <p>Adjust mentee's responsibilities over time to foster their independence</p>
	Guide development of professional skills	<p>Develop strategies for and guide mentee on professional skills and career development</p>
	Provide information and guidance to navigate academic/institutional environment	<p>Help mentee understand the fiscal realities of an academic career (e.g. negotiations with industry, working with contracts and grants, PI responsibility for fiscal management)</p> <p>Actively promote mentee within institution and discipline</p> <p>Help mentee navigate institutional systems</p>
Professional Enculturation & Scientific Integrity	Model and instruct ethical behavior	<p>Model and teach ethical conduct in research for mentee such as the protection of research subjects and conflicts of interest</p>
	Socialization into Institutional & Disciplinary/Interdisciplinary	<p>Enhance socialization to institutional culture and to the culture of the broader scientific community</p>
	Socialize to culture and rules of science	<p>Establish rules and guidelines to uphold integrity of mentee's data</p>
Research Development	Assist mentee in designing and implementing a research training plan	<p>Diagnose mentee gaps in knowledge and experiences</p> <p>Identify and assess relevant local and national resources (e.g. courses, workshops, etc.)</p> <p>Collectively identify educational resources and experts to fill gaps</p>
	Assist mentee in designing and implementing a research plan	<p>Guide mentee to formulate and evaluate appropriate research questions</p> <p>Guide mentee to create a robust study design</p> <p>Guide mentee to develop a sustainable plan for implementing projects</p>
	Provide guidance for scientific problem solving	<p>Establish a monitoring process to regularly assess that research goals and benchmarks are being met</p> <p>Help mentee anticipate potential problems and solutions that may occur over the course of a project</p>
C/T Investigator Development	Assist mentee in formulating clinical and translational research questions.	<p>Assist mentee in identifying potential testable research hypotheses</p> <p>Guide mentee to apply translational research strategies to clinical or basic research study designs</p>
	Model and advise mentee on building and managing an effective multidisciplinary team	<p>Participate, initiate and coordinate interdisciplinary mentoring team activities</p> <p>Demonstrate and advise mentee on strategies to develop high performing and successful interdisciplinary teams</p>
	Identify mentee developmental and scientific needs across the translational aspects of research and assist them in designing strategies and establishing linkages/networks to meet those	<p>Assist mentees in fulfilling the range of competencies expected of them by identifying their gaps in knowledge and advising them on appropriate tasks to fill these gaps</p> <p>Understand personal gaps in expertise and knowledge in order to link mentee to experts in those topic areas and disciplines</p>