

## Supplementary File 1

### The Franklin Women Mentoring Program 2018

37 mentors and 37 mentees from 14 organisations across the health and medical research sector in Sydney Australia participated in the Program. Key elements of the formal schedule and content for the 2018 Franklin Women Mentoring Program are outlined in the table below. These scheduled touchpoints are designed and facilitated by external leadership and mentoring consultants Serendis Leadership, with sector guidance from Franklin Women. They are in addition to the recommended 6 - 8 informal mentoring sessions between mentees-mentors and any ad-hoc check-in sessions with Serendis Leadership on a needs basis for individual pairs.

<b>Applications Phase</b>	
7 March - 11 April 2018	Coordination within organisations to select participants for the program based on pre-defined eligibility criteria on stage of career and aims of the program.
<b>Matching Phase</b>	
April – May 2018	Active matching of mentees and mentors using their applications, interviews with participating organisation representative and mentors & The Herrmann Brain Dominance Instrument results.
<b>Program Workshops</b>	
<b>Mentee Initial Workshop</b> 8 June 2018	Provides mentees with tools and strategies to make the most of the Program including definition of mentoring, building trust, how to define and drive the agenda, and using a leadership framework to identify development needs.
<b>Mentor Initial Workshop</b> 13 June 2018	Provides mentors overview of gender representation in the workforce and tools and strategies to support their mentees including definition of mentoring and inclusion, how to bring awareness and approach challenging conversations.
<b>Kick-off event</b> 13 June 2018	First introductions between pairs, special guest presentations & panel discussion with previous participants on how approached the program and reflections/tips.
<b>Signature Strengths Workshop</b> 24 July 2018	Mentees and mentors work together through a guided framework to identify their strengths, their purpose and how to drive their career accordingly.
<b>Mid-Point Review Workshop</b> 29 August 2018	Sessions for mentees and mentors to share feedback and insights from their experience so far to address any issues that have arrived, review relevant frameworks and answer any

	specific questions to inform approach for the remainder of the program.
<b>Mentee Panel Discussion</b> 17 October	Mentees hear a facilitated panel discussion four senior mentors in the program allowing them to ask questions of them on their learning and career experience. It also facilitates relationship building between the cohort of mentees. .
<b>Grand Finale event</b>	Formally marks the end of the mentoring program bringing together the 2018 cohort to celebrate and acknowledge their commitment and achievements. It also brings together representatives from participating organisation highlighting how important the initiative is for the industry as well as create momentum towards diversity and inclusion within teams and organisations after the program ends.

## Supplementary File 2

## Definitions of program evaluation logic model

Logic model component	Established definitions <sup>(18)</sup>	Interpretation for this evaluation
PROBLEM	Describes the problem(s) the program is attempting to solve or the issue(s) the program will address.	Lack of women in leadership positions in the health and medical research sector.
INPUTS	Inputs refers to the human, financial, organizational, and community resources a program has available to direct toward doing the work.	Financial, time, and in-kind resources that organisations and individuals put into the Franklin Women Mentoring Program to enable it to happen.
ACTIVITIES	Activities are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results.	Activities conducted as part of the 6-month structured Franklin Women Mentoring Program, including evidence-based matching of mentors and mentees, their meetings and structured workshops.
OUTPUTS	Outputs are the direct products of program activities and may include types, levels and targets of services to be delivered by the program.	Participants' participation and satisfaction with the activities of the Franklin Women Mentoring Program.
OUTCOMES	Outcomes are the specific changes in program participants' behaviour, knowledge, skills, status and level of functioning.	Changes in participants' knowledge, behaviours, skills or research metrics* measured at 12 months post Program completion.
IMPACT	Impact is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities within 7 to 10 years.	More diversity in leadership positions in the health and medical research sector, associated with outcomes of the Franklin Women Mentoring Program.

\* Research metrics are professional milestones required for progression to leadership positions within the health and medical research sector. These include grants, translation of research into impact, PhD student completions and promotions.

## Supplementary File 3

### Survey questions for mentees and mentors

#### Franklin Women 2018 Mentee Evaluation

Page 1

As Franklin Women continues to grow it is critical for us to measure and report on the impact our organisation has on the health and medical research sector. One of our major initiatives is the Franklin Women Mentoring Program, the first cross-institutional structured mentoring program in our sector. As one of our mentees, we would like to invite you to provide your feedback to help us evaluate and shape this program for the future.

Thank you!

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Please find attached a Participant Information Statement

[Attachment: "PISCF Online 2019\_Clean.docx"]

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If you would like to participate in the survey, please complete the following:

- ☐ I understand I am being asked to provide consent to participate in this research study;
- ☐ I have read the Participant Information Sheet or it has been provided to me in a language that I understand;
- ☐ I provide my consent for the information collected about me to be used for the purpose of this research study only.
- ☐ I understand that if necessary I can ask questions and the research team will respond to my questions.
- ☐ I freely agree to participate in this research study as described and understand that I am free to withdraw at any time during the study and withdrawal will not affect my relationship with any of the named organisations and/or research team members;

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Would you like to receive feedback about the overall results of this study?

- ☐ Yes  
☐ No

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What is your email address?:

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What are the qualities that attracted you to the Franklin Women Mentoring Program?

- ☐ The reputation of Franklin Women
  - ☐ A desire for a mentor
  - ☐ It was a predefined and structured program
  - ☐ It was facilitated by leadership experts
  - ☐ Mentee-mentor matching was from diverse organisations and health areas
  - ☐ Networking opportunities
  - ☐ The fact that mentee positions were pitched at mid career researchers
  - ☐ It was the right time for me and my career
  - ☐ Other
- (Tick all that apply)

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Please explain:

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Approximately how many times did you and your mentor meet during the program (outside of the Program's group events)?

- ☐ 1-3 times  
☐ 4-6 times  
☐ 7 times or more

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What is your relationship with your mentor now?

- ☐ We are still in a mentee-mentor relationship  
☐ We stay in contact casually  
☐ The relationship fulfilled its purpose and came to an end  
☐ The relationship came to an end but I would have liked to stay in contact  
☐ Other

Please explain

**How much has participation in the FW Mentoring Program influenced any of the following? (5 being a lot and 1 being a little)**

	1	2	3	4	5
Your awareness of the under representation of women in our sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your understanding of diversity and inclusion and why it is important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of skills you can put in place in your professional capacity to be more inclusive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your research and other professional collaborations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your career plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your beliefs about the value of being mentored	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your ability to have 'difficult conversations' in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your resilience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On reflection, do you think participation in the Mentoring Program had any positive impact on the following?

- ☐ Grant opportunities  
☐ Promotion opportunities  
☐ Other job opportunities  
☐ Your approach to supervision  
☐ Your communication style  
☐ How you chair or participate in meetings  
☐ Other  
 (Tick all that apply)

Please expand on the other outcomes

In your opinion, is the FW Mentoring Program a worthwhile investment for your organisation for development of their staff?

- ☐ Yes  
☐ No

Please explain your answer

Page 3

Do you have any suggestions for improvement to the Franklin Women Mentoring Program?

Would you recommend participation to a friend or colleague at a similar career stage to you?

☐ Yes  
☐ No

Please explain your answer

What was your most valued component of the Franklin Women Mentoring Program?

- ☐ Initial workshop  
☐ Kick off launch event  
☐ Signature strengths workshop  
☐ Joint Mentor-Mentee Mid point review  
☐ Mentee only panel discussion  
☐ Grand finale event  
☐ One on one time or correspondence with my mentor  
☐ Connections with other mentees

Please explain your answer

Is there anything else you would like to tell us about the Franklin Women Mentoring Program?

We are conducting qualitative interviews as part of this evaluation. If you would like to be contacted to provide further feedback via a brief interview please let us know your name and best contact email and/or phone number. Your involvement will help to shape the continual evolution of this Program and other future initiatives by Franklin Women:

If you are happy to, please let us know your name and best contact email. This will only be used to follow up with you about your responses to this questionnaire, or other Franklin Women opportunities into the future:

## Franklin Women 2018 Mentor Evaluation

As Franklin Women continues to grow it is critical for us to measure and report on the impact our organisation has on the health and medical research sector. One of our major initiatives is the Franklin Women Mentoring Program, the first cross-institutional structured mentoring program in our sector. As one of our mentors, we would like to invite you to provide your feedback to help us evaluate and shape this program for the future.

Thank you!

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Would you like to receive feedback about the overall results of this study?

- ☐ Yes
- ☐ No

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What is your email address?

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What are the qualities that you found attractive about the Franklin Women Mentoring Program?

- ☐ The reputation of Franklin Women
  - ☐ A desire for a mentee
  - ☐ It was a predefined and structured program
  - ☐ It was facilitated by leadership experts
  - ☐ Mentee-mentor matching was from diverse organisations and health areas
  - ☐ Networking opportunities
  - ☐ The fact that mentee positions were pitched at mid career researchers
  - ☐ Other
- (Tick all that apply)

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Please explain:

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Approximately how many times did you and your mentee meet during the program (outside of the Program's group sessions)?

- ☐ 1-3 times
- ☐ 4-6 times
- ☐ 7 or more times

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Page 2

What is your relationship with your mentee now?

- ☐ We are still in a mentee-mentor relationship  
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☐ The relationship came to an end but I would have liked to stay in contact  
☐ Other

Please explain

**How much has participation in the FW Mentoring Program influenced any of the following? (5 being a lot and 1 being a little)**

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Your understanding of diversity and inclusion and why it is important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge of practical skills you can put in place in your professional capacity to be more inclusive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your research and other professional collaborations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your career plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your beliefs about the value of mentoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your ability to have 'difficult conversations' in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your resilience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On reflection, do you think participation in the Mentoring Program had any positive impact on the following?:

- ☐ How you recruit to positions  
☐ Promotion opportunities  
☐ Your approach to HDR supervision  
☐ Your approach to managing your team  
☐ Your communication style  
☐ How you chair or participate in meetings  
☐ Other  
 (Tick all that apply)

Please expand on the other outcomes:

In your opinion, is the FW Mentoring Program a worthwhile investment for your organisation for development of their staff?

- ☐ Yes  
☐ No

Please explain your answer

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Do you have any suggestions for improvement to the Franklin Women Mentoring Program?

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Would you recommend participation to a friend or colleague at a similar career stage to you?

☐ Yes  
☐ No

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Please explain your answer

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What was your most valued component of the Franklin Women Mentoring Program?

- ☐ Initial workshop  
☐ Kick off launch event  
☐ Signature strengths workshop  
☐ Joint Mentor-Mentee mid point review  
☐ Grand finale event  
☐ One on one time with my mentee  
☐ Connections with other mentors

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Please explain your answer

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Is there anything else you would like to tell us about your experience in the Franklin Women Mentoring Program?

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We are conducting qualitative interviews as part of this program evaluation. If you would like to be contacted to provide further feedback via a brief interview please let us know your name and best contact email and/or phone number. Your involvement will help to shape the continual evolution of this Program and other future initiatives by Franklin Women:

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If you are happy to, please let us know your name and best contact email. This will only be used to follow up with you about your responses, or other Franklin Women opportunities:

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## Supplementary File 4

Interview guide for mentees and mentors

### Part 1. Introduction

*State purpose; confidentiality; audio recording; emphasise open discussion format with no right or wrong comments, etc.*

### Part 2. Interview Guide for mentees

Area of interest/topic	Initial broad descriptive questions
<b>Experience with FW mentoring program</b>	What was your overall experience with the program?
<b>Mentoring meetings</b>	How did you use mentoring meetings? (Probe: how often did you meet? How did you plan your meetings?) How did you prepare for the meetings? How did you use the materials provided to you during the mentoring meetings? Were there any particular frameworks that you used from the workshops? Why?
<b>Relationship with the mentor</b>	How would you describe your meetings and relationship with your mentor? Are you in touch with your mentor? (Probe: how often do you communicate/ how do you communicate?) Why, how has your relationship evolved? What do you still continue to get out of it? Or did you not feel the need to continue? How does social media (e.g. connecting with your mentor on twitter) impact your relationship or do you find it easier to communicate face-face?
<b>Time allocated to the program</b>	What are your thoughts about the time for the mentoring program?
<b>Impact of FW mentoring program</b>	Has FW mentoring program had an impact on your career? (Probe: Could you think about an experience where it had an impact?) Why did you attribute this impact to the mentoring program?  The data shows that networking improved substantially during the course of the program, how do you see your networks change over time? Could you tell me more about the connections made – were they individual connections or linking in with groups?

Area of interest/topic	Initial broad descriptive questions
<b>Governance</b>	<p>Why did you choose to participate in the program? (explore the intention) How well did your intentions to participate align with the program? How did this change after participating in the program?</p> <p>Who helped you decide to participate? (Probe if it was a line manager or feedback from Institutional experience of previous mentee/ mentor?)</p>
<b>Reflection</b>	<p>In the last 2 years there is an increase in awareness of equity issues in the sector, what do you think had led to this change? What can be done to make the shift from knowledge to interventions – how can we implement change?</p> <p>The Signature strengths workshop was very popular – what is so valuable about that session?</p> <p>How do you think outcomes or learnings or benefits from the program can be disseminated within your organisation?</p> <p>If given a chance to be a mentee again, would you change your approach to the mentoring program? (Probe: clarify how would the mentee change their approach/ plan their meetings differently?)</p>
<b>Recommendations</b>	<p>What would you change about the program?</p>

### Part 3. Wrap Up

Are there any other issues not covered that you would like to talk about?

## Part 1. Introduction

*State purpose; confidentiality; audio recording; emphasise open discussion format with no right or wrong comments, etc.*

## Part 2. Interview Guide for mentors

Area of interest/topic	Initial broad descriptive questions
<b>Experience with FW mentoring program</b>	What was your overall experience with the program?
<b>Mentoring meetings</b>	How did you use mentoring meetings? (Probe: how often did you meet? Who drove the meetings was it the mentee or you?) How did you prepare for the meetings? How did you use the materials provided to you during the mentoring meetings? Were there any particular frameworks that you used from the workshops? Why?
<b>Relationship with the mentor</b>	How would you describe your meetings and relationship with your mentee? Are you in touch with your mentee? (Probe: how often do you communicate/ how do you communicate?) Why, how has your relationship evolved? What do you still continue to get out of it? Or did you not feel the need to continue? How does social media (e.g. connecting with your mentee on twitter) impact your relationship or do you find it easier to communicate face-face?
<b>Time allocated to the program</b>	What are your thoughts about the time for the mentoring program?
<b>Impact of FW mentoring program</b>	Has FW mentoring program had an impact on you? (Probe: Has it impacted the way you manage your team/ students?) Why did you attribute this impact to the mentoring program?
<b>Governance</b>	Why did you choose to participate in the program? (explore the intention) How well did your intentions to participate align with the program? How did this change after participating in the program? Who helped you decide to participate? (Probe if it was a line manager or feedback from Institutional experience of previous mentee/ mentor?)
<b>Reflection</b>	If given a chance to be a mentor again, would you change your approach to the mentoring program?

Area of interest/topic	Initial broad descriptive questions
	<p>In the last 2 years there is an increase in awareness of equity issues in the sector, what do you think had led to this change?</p> <p>What can be done to make the shift from knowledge to interventions – how can we implement change?</p> <p>The Signature strengths workshop was very popular – what is so valuable about that session?</p> <p>How do you think outcomes or learnings or benefits from the program can be disseminated within your organisation?</p>
<b>Recommendations</b>	What would you change about the program?

### Part 3. Wrap Up

Are there any other issues not covered that you would like to talk about?