

**CHAPTER 3, SUBJECT 6
QMP MENTORING POLICY**

1. INTRODUCTION

Mentoring was introduced to the Quality Management Program (QMP) to compliment traditional Inspector learning methods (e.g., classroom training or self-taught modules). The mentoring process establishes a supportive environment for Inspectors to attain the skills and knowledge that can only be learned through operational experience.

This document describes the policy and procedures for mentoring CFIA personnel to achieve the level of competency necessary to participate as a team member and team lead on a QMP compliance verification (CV) team. Policy and procedures for compliance verification of federally registered fish processing establishments are found in the CFIA's Facilities Inspection Manual published by the Fish, Seafood and Production Division.

2. SCOPE

This policy applies to all CFIA personnel who participate in compliance verification of federally registered fish processing establishments.¹

3. GUIDING PRINCIPLES

- 3.1 In order to prepare for, and conduct compliance verifications, the CFIA trains and mentors a work force with specialised abilities. This work force includes mentors, team leads and team members who are skilled and consistent in the delivery of compliance verifications.
- 3.2 Operations Branch manages the mentoring process, including the identification of mentors, the delivery of mentoring according to this policy and the assessment of team members and team leads.
- 3.3 The role of the mentor and supervisor are distinct. The

¹Inspectors that were mentored and assessed prior to the issuance of this policy are recognised for the status level (team member, team lead) they have achieved. Persons recognised as mentors prior to the issuance of this policy may continue to serve as mentors.

mentor coaches by sharing knowledge and experience and helping the mentee to develop their own expertise in the QMP. The mentor provides the mentee's supervisor with objective evidence for use in the supervisory assessment of the mentee's qualifications.

- 3.4 Programs Branch supports the mentoring process by providing mentors with coaching and training development, QMP program guidance and communication, and by assessing the consistency of mentoring and compliance verifications.

4. POLICY

- 4.1 For the QMP, mentoring refers to the mandatory process of coaching and assessing new inspectors prior to qualifying as a team member or team lead. The coaching is led by a mentor and the final assessment is conducted by a supervisor.
- 4.2 The process of mentoring pairs the mentor with an inspector who is new to compliance verifications. Mentoring is a planned, individualised approach, set out in a "mentoring plan" developed by the mentor in consultation with the supervisor and mentee. By following the mentoring plan, the mentee receives knowledge from the mentor, gains practical experience, and receives constructive feedback and support to develop the technical skills necessary to conduct a CV.
- 4.3 Mentors are operational personnel (i.e., inspectors, supervisors, coordinators, and others) who are selected for the role of mentor on the basis of their possession of the following attributes:
- they have achieved team member and team lead status, and demonstrate substantial knowledge and skill in conducting compliance verifications,
 - they have, and demonstrate, the ability to share and communicate their expertise in a way that supports and challenges others,
 - they have, and demonstrate, the ability to transfer information in a clear, non biased and constructive manner,
 - they have, and demonstrate, the ability to determine to a colleague's accomplishments and communicate with the colleague in a positive manner,
 - they are recognised by their peers as possessing these qualities, and

- they are willing to mentor others.

- 4.4 Operations Branch has the lead role in the identification of mentors, the determination of training needs for mentees, the delivery of QMP mentoring, and the support for mentors. Individuals identified as mentors should be further developed with training on effective mentoring.
- 4.5 Programs Branch provides support via the Program Network and the Fish, Seafood and Production Division. The Program Network supports Area mentors and reviews the delivery of QMP including mentoring. The Fish, Seafood and Production Division provides national program support, training development and issues certificates to personnel qualified as team members, team leads, and mentors.
- 4.6 In relation to mentoring, it is the role of the supervisor to:
- a) establish access to mentors and, when appropriate, nominate new mentors,
 - b) determine training requirements for new inspectors,
 - c) facilitate training for new inspectors, as needed, prior to mentoring,
 - d) initiating mentoring,
 - e) review individual mentoring plans,
 - f) facilitate the accomplishment of the mentoring plan,
 - g) make the final assessment of achievement for team member and team lead status,
 - h) hold and/or convey confidential records of mentoring,
 - i) communicate the names of mentors and personnel qualified as team member and team lead.
- 4.7 It is the role of the mentor to:
- a) develop the mentoring plan, in consultation with the mentee and the supervisor
 - b) provide guidance to the mentee
 - c) make a record of the mentee's accomplishments

d) communicate the mentee's progress regularly with both the mentee and supervisor.

- 4.8 The mentee is responsible for active participation in the mentoring process. The mentee's primary goal is to acquire the skills and knowledge necessary to participate in and lead a CV, thereby achieving team member and then team lead status.
- 4.9 The mentor/mentee relationship is a partnership of peers. Both parties are responsible to conduct themselves in an open and transparent manner. The relationship should foster the transfer of knowledge and experiences by the mentor and the opportunity to exercise abilities and learn CV skills by the mentee.
- 4.10 The mentoring plan is a key document. Each mentee will have one or more mentoring plans. The mentoring plan clearly identifies training and/or activities to advance the mentee toward team member or team lead status. The mentoring plan activities usually begin with close interaction between the mentor and mentee and gradually move toward independent actions as the mentee acquires and develops the required skill sets and abilities.
- 4.11 The Area Training Officer is responsible for the maintenance of a record of mentors, team members and team leads.

5. PROCEDURES

- 5.1 Supervisors nominate individuals to become mentors and provide a QMP Mentor Recommendation Report (Appendix A) to the Inspection Manager. The report describes the individual's attributes which will serve him/her in the mentor role. The Inspection Manager has the responsibility for accepting or declining the mentor nomination and advising the supervisor accordingly. The names of mentors should be communicated to the Area Training Officer and Program Network Chief.
- 5.2 The supervisor identifies an inspector for mentoring and verifies the inspector is designated under the FIR and has the necessary prerequisite training and skills, as indicated below, prior to beginning the mentoring process.

Knowledge and Skills Requirements for the QMP Mentee

Prerequisite Knowledge and Skills

Required prior to the beginning of the mentoring process

1. The Fish Inspection Act and Regulations
2. The Quality Management Program
3. Auditing techniques and procedures
4. Compliance verification skills
5. HACCP theory and application

Required prior to the completion of the mentoring process

6. Sanitation practices and procedures
7. Pest control practices and procedures

- 5.3 The supervisor arranges for a mentor to be paired with a mentee and notifies both parties. A list of mentors should be available from the Area Training Officer.
- 5.4 The supervisor provides the mentor with a completed QMP Mentoring Entry Form (Appendix B) which contains a summary of the mentee's training and experience to be considered in the development of the individual mentoring plan. The mentor collaborates with the supervisor and the mentee to identify the individual needs to be addressed in the mentoring plan.
- 5.5 The mentoring plan should be developed based on the experience and knowledge of the mentee. The individual mentoring plan is directed at developing the additional skills and experience necessary to conduct a CV in accordance with the QMP policies and procedures. The mentoring plan includes a schedule of mentoring sessions, specific CV participation activities, and training if applicable. The mentoring plan should be designed such that training needs are met before CV activities which require specialised technical knowledge (e.g., sanitation training precedes CV activities for the evaluation of a sanitation program). The mentoring plan sets out activities designed to give the mentee assignments with increasing levels of responsibility. For example, the mentee may begin by observing the CV of all elements of the QMP Plan, then progress to assessing basic areas of the QMP Plan elements (e.g., pest control), and later advance to increasingly more complex elements.

The mentoring plan is designed to ensure that the mentee experiences the complete CV process (i.e., preparation, planning, conducting, closure) and evaluates each of the

seven elements of the QMP Reference Standard. The activities in the mentoring plan provide opportunities for the mentee to work with team members, team leads, and the mentor.

A template for a mentoring plan is included as Appendix C.

The mentoring plan sets out the time period for completing the mentoring plan in its entirety as well as the progressive steps defined in the plan.

- 5.6 The mentor will contact the mentee to schedule an initial meeting with the objective to discuss the mentoring process and the mentoring plan. At the initial meeting, the mentor will explain the mentor-mentee-supervisor relationship, the mentoring process, the mentoring plan, and the final assessment by the supervisor.
- 5.7 The mentor oversees the completion of the mentoring plan but the mentor is not responsible to accompany the mentee at every exercise; in many cases, it is appropriate and even beneficial for the mentee to work alongside a fully qualified team member or team lead to view another individual's technique.
- 5.8 The mentor schedules meetings regularly or on an as-needed basis, with the mentee and supervisor. These meetings are an opportunity to discuss the progress of the mentee and to identify issues which may be hindering the mentoring process. The supervisor and/or the mentee may also request meetings as required.
- 5.9 The mentor uses the QMP Mentoring Achievement Report for Team Member or Team Lead (Appendices D and E) to record the mentee's progress. (The mentor provides objective evidence and constructive remarks only.) Upon completion of the mentoring plan, the mentor will present the report with accomplishments indicated to the supervisor.
- 5.10 The supervisor uses the completed Mentoring Plan and QMP Mentoring Achievement Report, communication with the mentee and mentor, and other activities as required (e.g., supervisor may chose to do a field review of the mentee) to assess if the mentee has achieved Team Member or Team Lead status. The supervisor may also determine that additional mentoring and/or training is required; this decision initiates another cycle of mentoring including a succeeding mentoring plan.

- 5.11 The supervisor uses the Mentee Assessment Report (Appendix F) to record and communicate the achievement of Team Member or Team Lead to the mentee and the mentor. Copies should also be provided to the Area Training Officer and the Fish Program Network Chief through regular communication channels.
- 5.12 All records of mentoring are confidential. When the mentoring plan is accomplished, the mentor transfers all reports of mentoring to the mentee's supervisor who takes responsibility for handling the file.
- 5.13 The Fish Program Network Chief communicates the names of individuals achieving the status of Team Member, Team Lead, or the role of Mentor to FSPD. The Director, FSPD, will support the issuance of Certificates of Achievement for inspectors who successfully attain Team Member and/or Team Lead status and a Certificate of Appreciation for staff who are recognised to mentor others.

6. **FORMS/DOCUMENTS**

Appendix A - QMP Mentor Recommendation Report

Appendix B - QMP Mentoring Entry Form

Appendix C - QMP Mentoring Plan Form

Appendix D - QMP Mentoring Achievement Report for Team Member

Appendix E - QMP Mentoring Achievement Report for Team Lead

Appendix F - QMP Mentee Assessment Report

**APPENDIX A
QMP MENTOR RECOMMENDATION REPORT**

(To be completed by the Supervisor for approval
by the Inspection Manager)

<p>_____ (Name of person nominated) is nominated for the role of QMP mentor by _____ (Name of Supervisor).</p>	
Required Attributes for a QMP Mentor	Demonstration
<p>The nominee has:</p> <ol style="list-style-type: none"> 1. Team member and team lead status. 2. Substantial knowledge and skill in conducting compliance verifications. 3. The ability to share and communicate their expertise in a way that supports and challenges others. 4. The ability to transfer information in a clear, non-biassed and constructive manner. 5. The ability to determine a colleague's accomplishments and communicate with the colleague in a positive manner. 6. Recognition by their peers for possessing the above-noted qualities. 7. The willingness to mentor others. 	
<p>Additional Information (Operational needs may be addressed here):</p> <p>Supervisor: _____ Date: _____</p>	

Inspection Manager Decision (Approved/Declined) _____

Inspection Manager _____ Date: _____

**APPENDIX B
QMP MENTORING ENTRY FORM**
(To be completed by the Supervisor)

Mentee Name:
Work Location (including address and phone no.):
Relevant Experience:
<p>Training</p> <p>A. The following training must be completed prior to beginning the QMP mentoring process for Team Member:</p> <p>1) Knowledge of the Fish Inspection Act and Regulations: <input type="checkbox"/> A-03/A-04 The Fish Inspection Act and Regulations <input type="checkbox"/> Or equivalent (please specify): _____</p> <p>2) Knowledge of auditing techniques and procedures: <input type="checkbox"/> A-01 Introduction to Auditing <input type="checkbox"/> D-15 Compliance Verification Audit Skills <input type="checkbox"/> Or equivalent (please specify): _____</p> <p>3) HACCP Theory and Procedures: <input type="checkbox"/> D-09 Introduction to HACCP <input type="checkbox"/> Or equivalent (please specify): _____</p> <p>4) QMP Training: <input type="checkbox"/> D-23 Introduction to QMP Regulatory Verification <input type="checkbox"/> Or equivalent (please specify): _____</p> <p>B. The following training must be completed before or during the mentoring process:</p> <p>1) Knowledge of sanitation practices and procedures: <input type="checkbox"/> D-13 Sanitation <input type="checkbox"/> Or equivalent (please specify): _____</p> <p>2) Knowledge of pest control practices and procedures: <input type="checkbox"/> D-14 Pest Control <input type="checkbox"/> Or equivalent (please specify): _____</p>

The above-mentioned Inspector is designated under the Fish Inspection Regulations and is available to begin the QMP mentoring process.

Date

Supervisor Signature

APPENDIX C
QMP MENTORING PLAN

(To be completed by the mentor in consultation with the supervisor)

This mentoring plan was created for _____ (mentee) on _____ (date) with the objective of achieving team _____ (member or lead) status. Mentor: _____ Supervisor: _____		
Schedule of compliance verifications & activities (formal training, meetings, self-study)		
Date	Activities	Learning objective

Signed and Dated:

_____ (Mentor, originator)

_____ (Supervisor, in agreement)

_____ (Mentee, upon review)

**APPENDIX D
QMP MENTORING ACHIEVEMENT REPORT FOR TEAM MEMBER**

(To be completed by the mentor for assessment by the supervisor)

The mentee has participated in the following compliance verifications:

Date of CV	Establishment Name and Registration No.	Mentor/Team Lead	QMP Reference Standard Elements Verified

Requirements	Demonstrated
Audit Techniques 1. Gathers objective evidence and determines findings in an objective and impartial manner 2. Uses appropriate audit techniques - observation, inspection, interviewing, measurement and or review of records 3. Communicates findings, verbally and in writing, effectively to team members and auditee	
Compliance Verification 4. Understands and applies CV policy and procedures from the Facilities Inspection Manual 5. Understands differences between inspection and auditing techniques 6. Understands and applies CV scheduling and planning as per Bulletin 24 7. Ability to follow the audit process (audit preparation, review plan, develop checklist, gather evidence, determine findings and report) 8. Ability to work cooperatively with team members; ability to work on own to complete tasks; ability to participate in team discussions 9. Adequately prepared to go on-site for the CV 10. Works together with team members to complete assignments within established time frames	

<ul style="list-style-type: none"> 11. Reviews QMP plan and previous audit results and recognises potential problems or areas to direct CV activities 12. Cross-references and links information across elements of the QMP when appropriate 13. Evaluates and verifies data when appropriate 14. Evaluates information to determine compliance to regulatory and QMP Reference Standard requirements 15. Develops and reports findings to the team 16. Understands and applies team approach, seeks out technical assistance as needed 17. Participates in the team discussion, understands what constitutes a non-conformity and shows ability to develop a non-conformity with the team under the direction of the team lead 18. Reviews and evaluates corrective action plans to determine acceptability in conjunction with the team 19. Participates in the CV closure process 	
<p>Reporting</p> <ul style="list-style-type: none"> 20. Completes all compliance verification documentation 	
<p>Additional Information:</p>	

cc: Mentee
 Mentee's supervisor
 Area Training Officer
 Area Fish Program Network Chief

**APPENDIX E
QMP MENTORING ACHIEVEMENT REPORT FOR TEAM LEAD**

(To be completed by the mentor for assessment by the supervisor)

The mentee has participated in the following compliance verifications:

Date of CV	Establishment Name and Registration No.	Mentor/Team Lead	QMP Reference Standard Elements Verified

Requirements	Demonstrated
Compliance verification management 1. Effectively and efficiently manages the CV by <ul style="list-style-type: none"> - organising and scheduling within time criteria - leading entry and exit meetings - overseeing on-site CV - evaluating corrective action process - facilitating CV closure 	
Team work 2. Facilitates effective team work by: <ul style="list-style-type: none"> - delegating CV tasks according to team members experience and expertise - distributing workload equitably - assisting and guiding team members to complete their assigned tasks 	
Decision making 3. Makes decisions in accordance with relevant policy 4. Non-conformities identified are appropriate and consistent with program policy.	

<p>Communication</p> <ul style="list-style-type: none">5. Negotiates resolution to issues with the team and Industry, including corrective action plans6. Provides feedback to team members on their delivery of CV process7. Provides clear direction to the team and Industry in ambiguous or controversial areas.	
<p>Additional Information</p>	

cc: Mentee
Mentee's supervisor
Area Training Officer
Area Fish Program Network Chief

APPENDIX F
QMP MENTEE ASSESSMENT REPORT
(To be completed by the Supervisor)

_____ (Name of Mentee),

is recommended to continue to be mentored to achieve the level of team member.

has achieved the level of Compliance Verification Team Member.

is recommended to continue to be mentored to achieve the level of team lead.

has achieved the level of Compliance Verification Team Lead.

Supervisor Signature: _____ Date: _____

I acknowledge having read and discussed this report with my supervisor identified above.

Inspector Signature: _____ Date: _____

cc: Mentee
Mentee's supervisor
Area Training Officer
Area Fish Program Network Chief