SELF-ASSESSMENT CHECKLIST FOR MENTORING TO WORK PROGRAMS FOR MIGRANTS AND REFUGEES

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This self-assessment checklist is based on the paper "best practices and critical success factors in mentoring to work programs for refugees and migrants: an evidence-based study" and has been reviewed by the transnational partners in the Memore project.

The checklist is divided into what we consider as the 10 'components' of mentoring programs. The checklist focuses on mentoring *organizations* and wants to be a guideline for self reflection about the way the mentoring programme is set up. This checklist focusses entirely on voluntary mentoring to work.

1. **Mentee Recruitment**
   - ☐ Do your recruitment strategies align with your goal?
   - ☐ Do your recruitment strategies highlight the benefits and limitations of the program?
   - ☐ Did you conduct a needs assessment?
   - ☐ Are other stakeholders involved in your recruitment process?
   - ☐ Do you use standardized recruitment material with clear information?
   - ☐ Is your material available for different target groups?

2. **Mentee Selection and Induction**
   - ☐ Do you have clear criteria/requirements from mentee participants? (Eg: Level of education, rights to residence)
   - ☐ Do you have clear criteria/requirement for those who do not qualify for participation?
   - ☐ Do you have written agreements that can be signed by participants?
   - ☐ Do these agreements clarify the role, goal and duration of the mentoring projects?
   - ☐ Are your selection criteria fair and objective? *eg: Can you justify the level of education chosen, or the reason for fixing a certain level of proficiency in the local language as a mandatory requirement?

   - ☐ Do all your participants meet all criteria?
   - ☐ Is there a clear timeline from application to acceptance/rejection
   - ☐ Is this process documented?
   - ☐ Is this process reviewed? How often?

3. **Mentor Recruitment and Screening**
   - ☐ Are your recruitment criteria clearly established and in keeping with mentee needs?
   - ☐ Do all recruited mentors meet all criteria?
   - ☐ Do you perform background or reference checks?
   - ☐ Is it a two-part process – application form (online) and in-person interview?
   - ☐ Is there a written agreement with clear role descriptions?
   - ☐ Is there scope for mentee's to identify/fine appropriate mentors?
   - ☐ Do you use relevant channels for recruitment (Networking events, employers, references, word of mouth, social media etc.)?
   - ☐ Do you use external partners for recruitment? Do they have clear guidelines, material and targets?

☐ Is recruitment aligned with broad scope of mentee needs
☐ Is this process documented?

4. Training/Orientation for Mentors and Mentors
☐ Is there a pre-match training session?
☐ Is training used an opportunity for coaches to engage with participants?
☐ Does training provide clarity about the program and mentoring relationship?
☐ Can training be a professional growth opportunity for mentors?
☐ Is there an intercultural component to training?
☐ Are there guidelines and material for mentors and mentees?
☐ Is a clear timeline for when training sessions will be held?
☐ Is there an opportunity to offer peer support meetings for mentors: meetings where they can network, discuss the challenges they face with mentoring etc.?
☐ Is there regular support and supervision for mentors as a collective? (Tied to the point above).

5. Matching
☐ Do you have clear matching criteria?
☐ Is there a clear rationale for your choices?
☐ Is there a clear person responsible for matching
☐ How does the coach facilitate the match? Is there a clear process and timeline?
☐ Is there a written agreement between all stakeholders?
☐ Are mentors and mentees involved in the matching process? Do you explain the matching strategy to participants
☐ Is there a probationary period in case of a mismatch?
☐ Are there set rules for the first meeting? (In-person, at a public place, at work etc.)
☐ Are there clear matching targets?
☐ How is the privacy of candidates maintained before the match is finalised?

6. Mentoring partnership management
☐ Do you have minimum guidelines/suggestions for contact rate and duration of the mentoring proces?
☐ Do you encourage that each meeting have a clear focus?
☐ Are duos given evidence-material for protocols?
☐ Is there a regular documentation and assessment of how the partnership is proceeding?
☐ Is regular support and supervision available to the duos?
☐ Is there a clear guideline on re-matching, if needed?
☐ Do mentors and mentees have a contact person?
☐ Is there a timeline on how and when coaches will conduct an assessment of the partnership?

7. Closure
☐ Do you have clear procedures to manage closure?

- ☐ Is an exit interview conducted?
- ☐ Are the terms of closure clarified in a written agreement?
- ☐ Is there a strategy for discussing re-engagement with mentors?
- ☐ Is the supervisor present or does a supervisor conduct a final meeting?
- ☐ Is there a clear timeline for coaches/coordinators on conducting an outcome survey
- ☐ Is there is a process to thank mentors? Events?

8. Performance Management
- ☐ Do you have enough staff?
- ☐ Do they have the requisite competencies or training opportunities?
- ☐ Are there professional development courses that they can follow?
- ☐ Is there clarity on their tasks and targets?
- ☐ Is there clarity on how these will be assessed?

9. Evaluation
- ☐ Do you have an evaluation framework?
- ☐ Is your framework based on clear indicators for different aspects of the programme?
- ☐ Do you have a clear system for data collection?
- ☐ Do you use multiple instruments for feedback?
- ☐ Do you have a clear timeline for evaluation?
- ☐ Are reports shared with multiple stakeholders?
- ☐ Is there is process/timeline for the implementation of feedback?

10. Communication/Media Branding
- ☐ Do you have a clear marketing plan with a distinct brand message?
- ☐ Do your publicity initiatives directly impact mentoring services – help with funding or recruitment?
- ☐ Is evaluation used in your communication?
- ☐ Do you promote your programme on multiple platforms?
- ☐ Is information customised for different platforms?
- ☐ Do you provide partner organisations with marketing media and material?