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Mentoring to work for immigrants Towards a definition & quality criteria

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ECEBM members workshop

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RESEARCH INSTITUTE FOR WORK AND SOCIETY

- multidisciplinary research institute at the university of Leuven with 60 researchers.
- specializes in both academic and policy-oriented research that provides responses to societal issues.
- research should lead to impact -practical applications in society.

Quality criteria in mentoring to work projects

Definition 'mentoring to work'

“A person with more experience (mentor) provides guidance to a person with less experience (mentee), the objective of which is to support the mentee in making sustainable progress in his or her journey onto the labour market. Both mentor and mentee voluntarily commit to this and establish contact on a regular basis. The relationship is initiated, facilitated and supported by a third actor (organisation). While asymmetrical, the mentoring relationship is of a reciprocal nature” (De Cuyper ea: 2019)

Why Quality standards in mentoring to work?

- New developing ‘mentoring field’;
- An evaluation of experimental projects (Vandermeerschen & De Cuyper: 2019):
 - Screening below standards in some projects;
 - No closure;
 - Mentoringrelationships didnt’ start;
- Need to develop quality standards but **no research about ‘what works’ in mentoring to work’**

METHODOLOGY

Methodology

Step 1: Determine what is 'quality'? What is our focus when talking about quality?

What quality? Dimensions of quality

Client-perspective	Organization perspective	Objective-result perspective	Process-perspective
Quality satisfies the needs or expectations of clients	Quality is seen from the perspective of the organization and employees, which set the desirable level of quality	Quality is the continuous and measurable attainment of delivered objectives.	Quality assessment is not only objectives and results but the process itself is important.

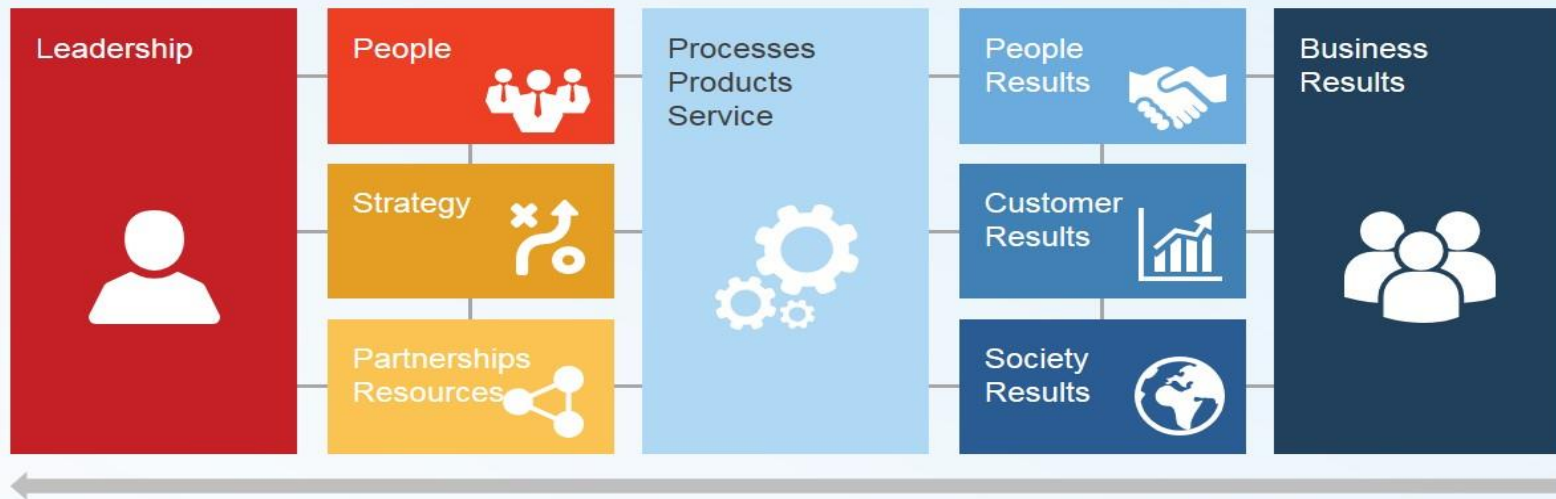
Aaltonen: 1999

What quality? Dimensions of quality

Business Excellence Model (EFQM)

ENABLERS

RESULTS

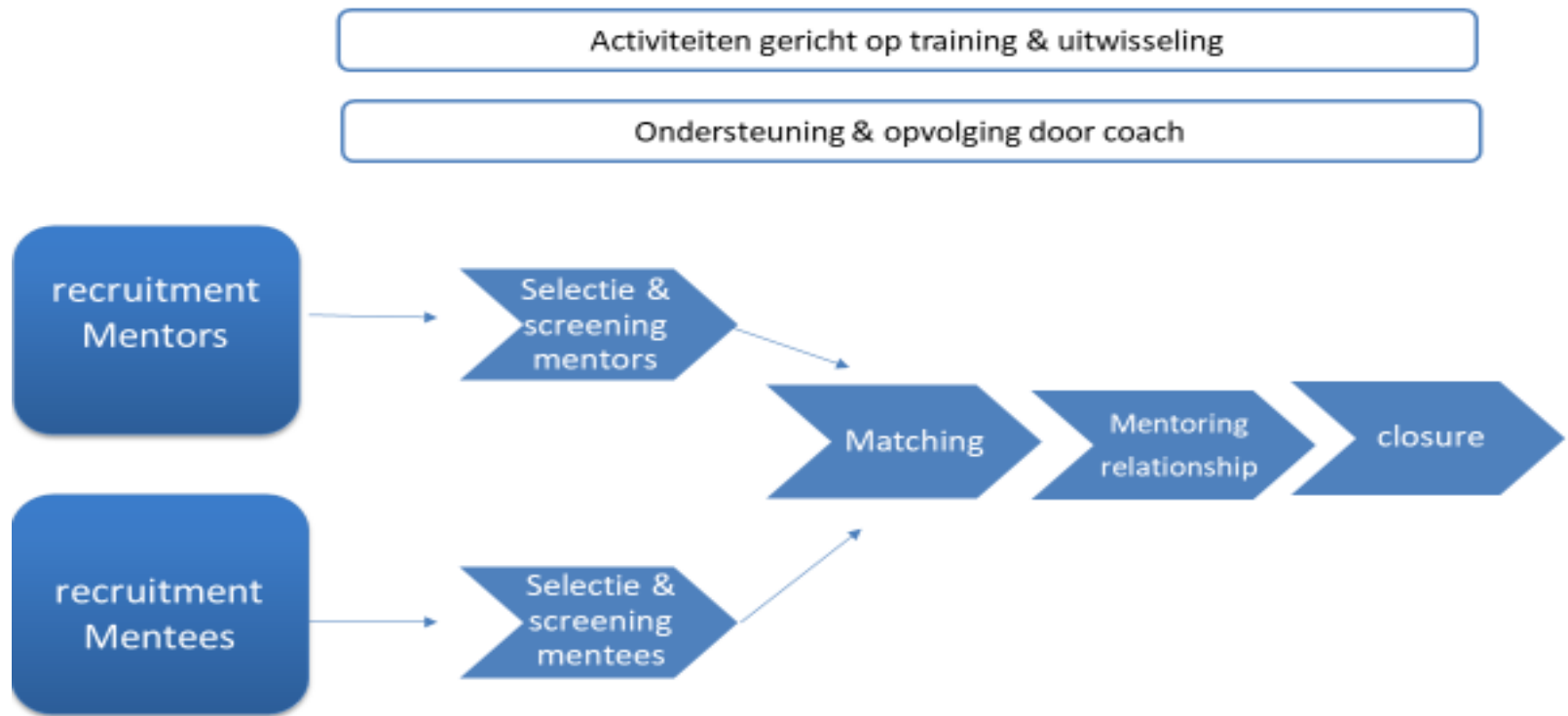


LEARNING, CREATIVITY AND INNOVATION

Minimal quality criteria 'mentoring to work'

- quality criteria 'mentoring to work'
 - Focus on unique part of mentoring: the process;
 - Organizational quality: link with general models of social enterprises
 - Client satisfaction & results: impact measurement.
- 'minimal criteria':
 - criteria every project should have;
 - feasible criteria, also applicable for new projects;
 - adding 'enhancements'

Components of the mentoring process



Methodology

Step 2: Comparison quality assurance tools of big umbrella mentoring organizations & TRIEC and select criteria relevant for adult mentoring



Coordinadora
Mentoria
Social



Comparison between organizations:

MENTOR	Scottish Mentoring Network	Aktion zusammen wachsen	TRIEC	Talent2Connect	Approved Provider Standard	Coordinadora Mentoría Social
Program considers the characteristics of the mentor and mentee (e.g., interests; proximity; availability; age; gender; race; ethnicity; personality; expressed preferences of mentor, mentee, and parent or guardian; goals; strengths; previous experiences) when making matches.	Matches clients with mentors with the most appropriate profiles to help them achieve their goals	The knowledge and skills of mentors as well as the needs of mentees are recorded and taken into account for the purposes of matching. The first meeting between the mentors and mentees take place in a protected environment, accompanied by the coordinator.	Coaches are required to ensure the quality of matches by checking mentor and mentees professional compatibility, availability and location.	Starting from the mentees and their needs, instead of starting from available mentors.	Is there a clear and consistent place for matching service users with mentors and befrienders?	The program takes into account the characteristics of the mentor and the mentee to make the assignments (interests, proximity, availability, age, gender, race, ethnicity, personality, expressed preferences of the mentor and mentee, goals, strengths, past experiences, etc.).
E: Program sponsors a group matching event where prospective mentors and mentees can meet and interact with one another, and provide the program with feedback on match preferences.		Mentors are asked about their expectations of the mentoring relationship using a standardised questionnaire in order to include these in the matching process.		More than a good match on paper.		
						At least two members of the technical team of the program participate in the assignment process.

Methodology

Step 3: Selection of criteria relevant for adult mentoring

Step 4: consultation with practitioners via a structured method to determine :

- the appropriateness of the criteria;
- If additional criteria are needed;
- minimal criteria: what is minimal necessary for an effective and qualitative mentoring program;

Step 5: a set of minimal and additional criteria;

➔ Underpin with ‘evidence in the future’

RESULT

Ⓜ Naar minimale kwaliteitscriteria voor mentoring-naar-werk-projecten¶



-----Sectie-einde (volgende pagina)-----



Ⓜ Peter De Cuyper, Marije Reidsma & Hanne Vandermeerschen¶

<https://tinyurl.com/85r2uehw>

Result

1. A broad set of quality criteria for adult mentoring;
2. A method to discuss and gain consensus about quality criteria within an organization, a field of (adult) mentoring, a country...
 1. Not 'top down' but also 'bottom-up';
 2. no 'one size fits all';
 3. Starts from 'self reflection';
 4. Can be a tool for self-reflection at an organizational level but also a tool to develop a charter within an organization, sector etc
3. A starting point for research;
4. A set of 20 minimal quality criteria for mentoring to work

Minimal criteria

1. The (mentoring) program provides accurate and realistic information about the content, benefits and challenges of the program to potential mentors.
2. The program provides information about who is eligible to be a mentor, the role of the mentor, and the expectations with respect to the mentor position. This description is publicly available.
3. The program provides accurate and realistic information about who is eligible to be a mentee, the content of the program, and what benefits one can (potentially) expect when participating in the program.
4. The program has explicit and clear selection criteria for mentors and mentees and ensures that they are aligned with the objectives of the project.
5. The program provides minimum one face-to-face conversation with the mentor and the mentee (online or otherwise) as part of the selection/screening that, at a minimum, elaborates on the willingness to commit to the program for a certain period of time and with a certain frequency and tests for realistic expectations about the program. In doing so, the program works with a screening instrument.
6. The program strives for the shortest possible time between application/screening mentee and decision to admit into the program.
7. The program seeks the best possible match in terms of the objectives pursued and uses clear criteria to do so. Possible criteria are availability, location, age, professional similarities, objective, personality, ...
8. The program ensures that the first meeting between mentor and mentee takes place in a neutral location and with a coach present.
9. As part of the program, a contract or commitment statement is concluded between/with mentee and mentor that includes among others duration, frequency of contact, roles, ...
10. The program provides a strategy/approach for more difficult to match profiles. If a 'match' is not provided for a mentee within a predetermined time, the program refers them to other appropriate services.

11. The program has determined a minimum and maximum duration of the mentoring relationship depending on the objectives and target group of the program. The duration is between 3 months and 1 year.
12. The program provides a minimum number of contact moments between mentor and mentee. Specifically, a minimum of bi-weekly contact between mentor and mentee is prioritized.
13. The program verifies at the latest 1 month or 2 contact moments after the start whether the mentoring relationship is going well and if there is a good 'match'. The program also provides a possibility to end the mentoring relationship.
14. The program follows up with the duos on a regular basis and does this minimum once per month.
15. The program provides a fixed point of contact (coach) for the mentors and mentees for questions, in case of possible conflicts, ...
16. The program provides information to the mentors about the following topics: what is mentoring/uniqueness of mentoring, program requirements (match length, initiation of contact, contact frequency, duration of visits, protocols for missing or being late to meetings, match termination; expectations/roles/which tasks are possible and which are not; contact with the coach and expectations in terms of monitoring; supporting material available for mentors, confidentiality and anonymity; expenses and travel. This information can be provided either through an information session or through an individual conversation.
17. The program also provides information about the above topics to the mentees.
18. The program has clear criteria regarding the termination of the mentoring process. (e.g. at the request of mentor or mentee, after a certain period of time, after a number of conversation, when it can be extended, ...).
 - and provides a procedure/policy for early termination of the mentoring relationship, at a minimum asking for the reason for the early termination.
 - provides a clear policy and framework for matches who wish to continue working after the formal conclusion of the relationship.
19. The program provides a final face-to-face meeting with mentor and mentee (can also be done online). The program uses a checklist for this purpose.
20. The program provides an evaluation some time after the conclusion of the duos.

QUESTIONS?

1. Is this method/way of working applicable in your organization/sector/field?
2. Could you please select 3 criteria that are key to quality in your organizations and 3 that are not applicable?

References

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THANK YOU!

Comments? Questions?

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