

Mentorship Best Practices Toolkit

YWCA NEXTSTEP MENTORSHIP PROGRAM

Mentorship Best Practices Toolkit

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Within the MSDPR's agreement with the YWCA, this 36-month research project was implemented to evaluate the effectiveness of a multi-dimensional mentorship intervention program to support 210 individuals who are well-educated, unemployed and poorly integrated into the labour market. In addition, the YWCA would also develop a mentorship model outlining best practices and an evaluation strategy for measuring the impact of mentorship programs—both of which can then be used widely throughout the employment services sector in British Columbia to help improve the effectiveness of existing and future mentorship programming.



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Section 1:

YWCA NextStep Mentorship Program

Chapter 1: Introduction

Preface

The YWCA Metro Vancouver has successfully operated mentorship programs for over two decades. Its programs have served a variety of groups including children, youth, young high school women, single mothers, seniors and those entering or re-entering the labour market.

The Mentorship Best Practices Toolkit has been written to assist service providers, community organizations, and social service agencies in the development, creation, initiation, management, and evaluation of effective mentoring programs.

A Word about the Guide

The recommendations shared in the Mentorship Best Practices Toolkit are based on experiences and knowledge gained from operating the YWCA Metro Vancouver NextStep Mentorship Program. For over 25 years, YWCA Metro Vancouver has earned the reputation as an organization that provides and delivers high-quality employment-based mentorship programs for adults. The NextStep Mentorship Program was developed on the foundation of the YWCA's extensive knowledge and experiences in promoting positive outcomes for adults seeking employment through mentorship. In this toolkit, we cover every aspect of creating, sustaining and enhancing mentoring relationships and programs.

Intended Audience

In the mentoring field, there are a diverse range of mentoring programs operating in different contexts. Mentoring has grown from being a primarily one-on-one community-based intervention to a variety of settings including schools, clubs, post-secondary institutions, workplaces, associations, organizations and government offices in a variety of configurations including group mentoring, online mentoring and various other mentoring models. This best practices toolkit is intended for agencies, organizations and program staff who are planning to develop a new mentorship program or reviewing an existing mentorship program.

Use of the Toolkit, Applying the Toolkit to Your Program

The toolkit is written in general terms so that it will be relevant to a variety of organizations and scenarios. While developing the toolkit's content, we relied on our experience from developing, managing and evaluating a multi-modal mentorship program within the context of an employment-based mentorship program.

Agencies and organizations that are developing an employment-based mentorship program will find the sections on the NextStep Mentorship Program experiences and program materials particularly relevant. With some adaptation, the NextStep Mentorship Program materials shared in this toolkit may be modified to serve the unique needs of your program. We encourage you to view our recommendations through a creative and innovative lens so that they can be modified to serve the unique needs of your program participants.

We hope that this toolkit benefits mentoring programs of all sizes and varieties in the creation and improvement of mentoring relationships that will have positive impacts for years to come.

Chapter 2: Background and Context

YWCA Metro Vancouver

Since its inception in 1897, YWCA Metro Vancouver has worked tirelessly to achieve women's equality.

Today, we are one of Metro Vancouver's largest and most diversified non-profit organizations. Our holistic, integrated programs and services help lift women and families out of poverty, provide the best start for children and create new opportunities for education, employment and leadership.

Vision

Our vision is to achieve women's equality.

Mission

Our mission is to touch lives and build better futures for women and their families through advocacy and integrated services that foster economic independence, wellness and equal opportunities.

YWCA Programs and Services

From single mothers, job seekers to families of every kind, YWCA Metro Vancouver continues to provide vital programs and services that help people in our community achieve financial independence and build better lives.

For more than a century, the YWCA has led the way with innovative programs and services to meet the changing needs of our communities (see Appendix A for a list of YWCA's programs and services). Though the names of our programs may change over time, our commitment remains the same.

YWCA Metro Vancouver is a registered charity providing a range of integrated services for women and their families, and those seeking to improve the quality of their lives. From early learning and child care to housing, health and fitness, employment services and leadership, YWCA Metro Vancouver touches lives in our communities.

YWCA Metro Vancouver fulfils its mission through a network of services for women, youth, children and men.

NextStep Mentorship Program Background

The NextStep Mentorship Program is an innovative researched-based project where industry professionals provided group and individual mentorships to recent post-secondary graduates who are unemployed to help them better integrate into the British Columbia (B.C.) labour market. It was created to offer personal and career development support.

NextStep was developed and implemented by the YWCA Metro Vancouver (YWCA) for three years between 2014 and 2017. The YWCA commissioned the BC Centre for Employment Excellence to conduct the evaluation.

The Need for the NextStep Mentorship Program

The YWCA conducted research that identified a gap in employment services that support individuals with diplomas and degrees struggling to participate in the labour market. These individuals are referred to by some researchers as “Poorly Integrated New Entrants” (PINEs). Even during favourable labour market conditions, these individuals are only able to find temporary and low-skill jobs, and they typically transition back and forth from unemployment to employment.

The preliminary research conducted between October 2013 and February 2014 included a literature review, focus groups conducted by the YWCA, and a community consultant. The research found few services providing direct and meaningful linkages to connect this particular client group of “poorly integrated new entrants” to the industry. The community consultation along with focus groups with PINEs suggested that a multi-dimensional mentorship intervention may benefit this highly educated, trained, underemployed and unemployed group and assist them with finding and keeping employment.

Although numerous mentorship programs were already serving job seeker groups, such as immigrants, women, and entrepreneurs, the NextStep program focused on supporting the PINEs group. The approach of the NextStep program was to implement multi-dimensional interventions to support this group. This approach was new and had not been tested or evaluated on how it would impact this group.

In the employment services field, there are typically more services for individuals that have not completed a post-secondary education. These individuals are considered to have lower credentials, less education and fewer marketable skills. Alternatively, this project’s focus is on supporting PINEs, which will provide new and valuable insights and lessons for current and future mentorship programs.

The YWCA Metro Vancouver developed the NextStep program as a multi-dimensional mentorship intervention to better support career development opportunities for PINEs. The intervention includes two key mentorship components:

1. One-to-one mentorship
2. Group and peer mentorship

Project Milestones

The NextStep program’s project milestones were developed as a part of a contract between the YWCA Metro Vancouver and the British Columbia Ministry of Social Development and Poverty Reduction (MSDPR). The milestones were negotiated deliverables to be achieved during the project’s timeline. These project milestones were reported monthly to the MSDPR over the three-year project (see Appendix C for an outline of project milestones).



Research Approach

Objectives

1. To develop and implement a three-year research project that tests a multi-dimensional mentorship intervention model on engaging 210 Poorly Integrated New Entrants (PINEs)
2. To evaluate the intervention's effectiveness in increasing self-esteem, confidence and motivation; ability to facilitate the growth of industry networking contacts, and impact on helping to improve labour market attachment among PINEs
3. To provide recommendations and best practices, program and evaluation models, and a toolkit to support other BC employment service providers in implementing a similar program

Eligibility Criteria

The NextStep Mentorship Program is offered to both women and men¹ who:

- Are unemployed (or working less than 20 hours per week) at the time of program admission
- Are living in Metro Vancouver and permitted to work in Canada
- Have completed post-secondary education/training within the past 1-5 years ²
- Have unsuccessfully conducted a professional job search for at least 12 months at the time of program admission
- Are seeking employment in professional or skilled careers
- Are able to commit six-months

Research Design

In order to evaluate NextStep's impact on key expected outcomes, the evaluation was designed as a longitudinal random assignment evaluation. The random assignment design was chosen for NextStep because it produces the most reliable estimates of an intervention's impacts. In this case, the intervention is one-to-one mentorship. The study recruited individuals in three annual intakes.

In this research design, eligible individuals are randomly assigned to one of two groups.

1. **Intervention Group:** Half of eligible individuals are assigned to the intervention group. Individuals in this group are eligible for one-to-one mentorship, group and peer mentorship. In other words, individuals in the intervention group receive all two mentorship components in the NextStep program.
2. **Comparison Group:** The other half of the eligible individuals are assigned to the comparison group and receive only one component—group and peer mentorship. The group does not receive one-to-one mentorship.

Surveys and the program's administrative sources collected data from these two groups on job search, networking, employment history and other characteristics. At the end of the program, specific outcomes were evaluated to determine differences between the intervention group and the comparison group.

¹ First time a YWCA Mentorship program has been offered to men

² Graduates from Fall 2010 – February 2014 for the first-year cohort, Fall 2011 – February 2015 for the second-year cohort and Fall 2012 – January 2016 for the third-year cohort

Evaluation Approach

Research Questions

The project sought to address three key research questions:

1. Do participants who complete a multi-dimensional mentorship intervention obtain and maintain better employment outcomes than those who complete just the group and peer mentorship interventions?
2. What are the characteristics of participants who successfully obtain and maintain employment?
3. Is mentorship an effective strategy for producing positive employment outcomes for PINEs?

Methodology

A mixed research methods approach was used to evaluate the effects of the interventions and allow for in-depth assessment.

Data Sources

1. NextStep program administrative records

- Data was collected from mentee and mentor participation in activities such as workshops and networking events

2. Participant surveys

- Online baseline and follow-up surveys, post-program evaluations, mentee and mentor match evaluations
- Short 10- to 20-minute surveys and evaluations used to study any reported changes by participants related to areas such as knowledge, confidence, job search strategies and barriers to employment. All three cohorts completed a baseline survey
- Because the program was to end shortly after the final one-to-one matches completed, only Year One and Year Two cohorts completed the follow-up survey for the impact analysis

3. Focus groups in Years One and Two

- One-hour focus groups conducted with participants provided insight into eligible mentees' needs, supports and services accessed, existing gaps, outcomes, experience with the program (intervention group in Years One and Two; comparison group in Year Two only)
- One-hour focus group conducted with participants who did not participate in the NextStep program, but had similar characteristics to those in the program. The focus group was held to gain a better understanding of a PINEs group that conducted a job search without the support the NextStep program

4. In-depth interviews with NextStep program staff

- Annual interviews lasting an hour to an hour and a half were conducted to acquire a better understanding of the program, its relevancy for participants, and challenges and solutions to program implementation

5. In-depth interviews with mentors (Year One only)

- 20-minute one-to-one interviews conducted with seven mentors to gain a deeper understanding of the qualities and practices of strong mentors

6. Observations from information sessions, workshops, and events

- Attendance at most workshops and events to gain an understanding of the program activities and interactions between program staff, mentors, and mentees

Implementation Program Activities

This section outlines the program’s implementation activities from mentor and mentee intake, training, to supporting their mentorship relationships.

Program Intake and Training

Program staff recruited mentees from various sources. After being accepted into the program, new mentees and mentors received orientation training as part of the intake process.

Mentees

Mentees assigned to the **comparison group** attended training for the group mentee stream. In Year One, the training was delivered in small group sessions at the YWCA Metro Vancouver Program Centre. In Years Two and Three, training was delivered via an online module to reduce staff time; it was also more convenient for mentees. Training topics included:

- Overview of the NextStep program
- Active job search techniques
- Action plans and goal setting
- Program structure and staff support
- Review of the workshops and networking events



Mentees assigned to the **intervention group** attended training for the one-to-one mentee cohort. This training included the same content as the intervention group, plus information on how to professionally initiate and engage contact with a mentor, what to discuss in the first meeting, and how to engage in the relationship moving forward. Training was delivered in small group sessions at the YWCA Program Centre.

Mentors

Potential mentors were thoroughly screened by NextStep staff before being accepted into the program. Staff evaluated candidates by gauging their interest in the NextStep program and gathering information on their professional background and experience. After potential mentors submitted a program application, they attended an hour and a half orientation session that reviewed the NextStep program’s commitments and mentors’ responsibilities.

Group and Peer Mentorship Events

All program participants in both the intervention and comparison groups were encouraged to attend the group and peer mentorship events. In each of the three years, the program delivered the same four program workshops and four networking mingles. These sessions were two to two and a half hours in duration. In Year One and Year Two, program participants were invited to an additional fifth workshop, the Deloitte Impact Day, which was held after the volunteer appreciation and wrap-up event. The following table lists each of the group and peer mentorship events by year.

NextStep Workshops and Events

Event Type	Event Description	Year One	Year Two	Year Three
Program Workshops	Networking Skills Workshop	✓	✓	✓
	Leadership Skills Workshop	✓	✓	✓
	Information Interviews Workshop	✓	✓	✓
	Confidence/Self-esteem Workshop	✓	✓	✓
	Deloitte Impact Day	✓	✓	✗
Network Mingles	4 Networking Mingles	✓	✓	✓
	Volunteer Appreciation and Wrap-up	✓	✓	✓

One-to-One Mentorship

In addition to many opportunities to attend NextStep's group and peer mentorship events, mentees in the intervention group were matched with a mentor. Program staff engaged in the intensive matching process using a database to identify potential mentor-mentee matches on the basis of shared industry experience and interests. When a potential match was identified, staff consulted with the mentor and shared the mentee's background to ensure an appropriate match was made. Rejection rarely happened, and almost all matches moved forward. When the mentor agreed to the match, staff facilitated the connection between the two individuals. The mentee and mentor were expected to make a six-month commitment and meet in-person at least once a month.

Section 2:

Mentorship Best Practices

Chapter 3: Program Planning and Management

The following program planning and management recommendations can provide organizations developing mentoring programs a clear sense of direction and purpose, a list of potential goals and objectives, and ways to manage the long-term success of a program.

There are many elements of program planning and management that require preparation and continual evaluation throughout the planning process. For larger organizations and agencies developing mentoring programs, we recommend the following program management strategies that should be integrated into an organization's practices and policies.

Program Mission and Vision

A mission statement describes why the program exists and the meaningful change it aims to produce. For mentoring programs within a larger organization or agency, the program goals and objectives should align with the organization's overall mission and vision. Along with the mission and vision statements, a long-range plan should also be devised. Programs should also identify the resources and supports that are available and need to be acquired for adequate program preparation, planning and maintenance.

Needs Assessment

Mentoring programs are often developed with a specific need or an identified problem in mind. A need refers to a gap or discrepancy between the present state and desired state. The program goals are subsequently implemented to remedy the problem or meet this need. Needs assessments are conducted with a particular audience in mind, and it is a crucial step in the program planning process to determine the needs of clients that organizations serve.

A needs assessment is a systematic exploration that:

- Focuses on the outcomes
- Sets priorities and determines criteria for solutions
- Collects data by established procedures and methods
- Sets criteria for determining how to best allocate available resources and staff
- Leads to action that will improve programs, services, operations and the organization



The needs assessment is completed in three phases:

1. Explore “What Is”

During this first phase of the needs assessment, the current situation is analyzed. The following should also be completed:

- Identification of concerns
- Determination of measurable outcomes
- Consideration of data sources
- Decision for preliminary priorities
- Literature review of surveys, studies and statistics about the unique needs of the target group or clients
- Community studies of existing services; programs addressing the need and identification of service gaps in the community
- Consultation with community stakeholders and groups serving the target group
- Consultation with target clients including discussion and assessment of program importance

2. Gather and Analyze Data

Through the needs assessment process, gather important data from other organizations, community groups, businesses, academic institutions to ask important questions and analyze results. This process should include:

- Defining the target groups
- Gathering data to define needs
- Prioritizing needs based on data
- Identifying and analyzing causes for the needs
- Summarizing findings

The questions asked during this phase of the needs assessment may include:

- Who is the target audience? Who are the clients?
- What needs will the program address?
- What is the organization’s mission and how will this program fit into this framework?
- What community need does this program serve?

3. Make Decisions

Drafting an operational timeline and action plan for the program is a crucial step in the needs assessment process. Operational timelines and action plans may change during the pilot phase as a result of unforeseen challenges or changing needs. The operational plan outlines the timeline of the program while also ensuring that the necessary resources are in place.

During this phase of the needs assessment, a program should:

- Set priorities of needs
- Identify and select possible solutions
- Propose an action plan and timeline

Needs assessments should be developed with concrete, specific and measurable program goals and objectives. These goals and objectives should be stated clearly and linked to timelines so that the program can be assessed over time.

The operational plan may include:

- Number of mentees to be served
- Number of mentors required to operate the program
- Types of events and activities that will be offered
- Partnerships that need to be formed
- Roles and responsibilities of program staff, mentees, mentors and partners

Resource Development Plan and Budget

Budgets should be written with a plan for the current fiscal year and beyond. In addition, a resource development plan should detail how funding will be secured to ensure the program's sustainability. Careful planning should also be given to forecasting a program's total expenditures so that an accurate budget can be developed.

When devising a program's budget, consider these expenses:

- Program and staff costs including wages and benefits
- Office costs: occupancy fees, telephone services, computer hardware, office space, office equipment, office supplies, software licensing, and insurance
- Marketing and communications expenses
- Program supplies
- Client costs
- Event and activity costs
- Training and orientation costs
- Mileage, parking, postage and photocopier costs
- Shared costs with other programs or partners
- Consultant costs

Marketing and Recruitment Plan

A marketing plan for a mentorship program is a comprehensive document outlining how to market and recruit participants to the program. It includes details on how to position key messages to engage target audiences, how to brand the program and how to engage the media. When developing a marketing plan budget, it is important to record every expenditure tied to marketing activities. The plan should also outline program staff's roles in marketing and recruitment activities and identify key performance indicators to be tracked. The plan should also describe how goals and specific marketing objectives will be achieved within a given timeframe.

Marketing plans typically have:

- Definitions of the target audience groups
- Details of an implementation plan describing strategies and tactics and how they will help achieve marketing goals and objectives within a timeline
- Budget of marketing expenditures and expenses
- Staff resources required
- Key steps and milestones

Evaluation Plan

An evaluation plan specifies what the program will measure and to determine that the program is being implemented with fidelity and that it is achieving its goals. The evaluation plan should describe every activity, staff roles, data to be collected, the analysis process, and the types of information that will be reported to various stakeholders. For mentoring programs that exist within a larger organization, the evaluation plan should include strategies for determining the mentoring program's contribution to the overall organization's outcomes.

Policy and Procedures Manual

A policy and procedures manual is an important document to ensure consistent service delivery. There are many policies and procedures a mentoring program will need to develop. It is also important to have procedures that govern how mentees experience participating in the mentoring program. The procedures, policies, forms and staff actions should be clearly outlined, revised, and periodically updated. (See Appendix B for the NextStep Mentorship Program Staff Manual).

Staffing and Staff Training

Mentoring programs should be well-resourced with experienced staff so that programs can be properly implemented. When staffing a mentoring program, consider:

- Staff skills and competencies required
- Program scope including the intended number of mentees and mentors, anticipated number and types of activities and events
- Program policies and procedures
- Education required of staff
- Diversity of the program mentees
- Life experiences of the program mentees
- Special skill sets required, such as fundraising, advocacy or partnership development experience

Data and Information Management

Create formal policies and procedures for data management to secure confidential information and files. Consider the following:

- Secure storage of program information in print and electronic formats
- Staff access to program data, including the personal information of mentees, mentors and other staff
- Data sharing agreements should exist among your organization's partners
- Management of data and electronic records when stored, secured, reviewed, and destroyed

Community Partnerships

It is essential for mentoring programs to collaborate with other community agencies, organizations and service providers. Community partnerships serve as a referral network for program mentees or mentors requiring additional support, especially if these services are not provided by the mentoring program. Most mentorship program can only offer so many services, and often mentees and mentors require more services and resources than one agency can

provide. For example, the NextStep program referred mentees to Dress for Success and Working Gear, partnering organizations that provided free professional clothing services. Also, many mentees may require referrals to mental health organizations, WorkBC centres, other employment programs such as Focus@Work, and so forth. By building these partnerships and referral networks, mentees will have greater access to a range of services than most programs and organizations can provide.

Community partnerships can also serve as a recruitment source for new program mentees and mentors. Mentoring programs may need to enter into formal partnerships with schools, non-profit organizations, government agencies, businesses, post-secondary institutions or other community organizations. Formal partnerships should be governed by a Memorandum of Understanding Agreement, which outlines the roles and responsibilities of each partner.

Program Monitoring

Mentoring programs should establish controls and clear processes to monitor a program's implementation; ensure it adheres to policies and procedures and operates efficiently. Program monitoring involves on-going activities that are performed regularly and reviewed systematically. Opportunities to enhance operations and make alterations to policies and procedures should be documented and reviewed with the leadership team.

Program Sustainability

A sustainability plan helps to maintain a program's operations over time. It ensures that programs run efficiently and produce positive outcomes and benefits consistently. There are many factors that can affect a program's sustainability plan including:

- Funding sources and stability
- Agency/organizational capacity
- Leadership and staffing
- Community support and partnerships
- Program outcomes and evaluation
- Program adaptability
- Program design and strategic planning
- Marketing and communications
- Economic and political climate

When devising a sustainability plan, consider these steps:

1. Identify the factors that impact your program's sustainability
2. Evaluate and assess your program's capacity for sustainability for each of the factors that are impacting your program's sustainability
3. Plan for a sustainable program through the development of a comprehensive action plan that addresses each of the factors impacting your program's sustainability
4. Regularly review the action plan to ensure you are addressing your program's sustainability

Chapter 4: Program Recruitment

Recruitment Plan

A mentoring program's recruitment plan outlines implementation strategies, policies and procedures. An effective recruitment plan starts with defining target audiences—potential mentors and prospective mentees. The plan should describe the skill sets, goals, and expected gains of mentors participating in the program. Defining target mentor audiences lays the groundwork for developing a mentor recruitment program and the marketing materials and strategies used to engage them. Marketing materials should detail the program's eligibility requirements, required commitments while highlighting the benefits of participating. When prospective mentors' expectations align with the goals and needs of the program, there is a better chance that they will be deemed eligible for the program.

Development of Eligibility Criteria

An eligibility screening process provides programs with an opportunity to select individuals who are ready and able to benefit from mentorship. Prospective mentees and potential mentors should have the desire, resources, and time to commit to the relationship to ensure success.

As mentorship is a partnership between at least two people, it is essential to define your target groups in detail. Who are your mentees? What are their ages, backgrounds, interests and goals? What are their strengths and challenges? Who are your mentors? Why are they interested in mentorship? What distinguishes a mentor from a mentee?

Design your eligibility criteria to ensure that the mentees and mentors you recruit are a good fit for your mentorship program.

Mentee Eligibility Criteria

Each program seeks out different characteristics of their participants. Depending on the organization and the target mentee audience, eligibility criteria may be broad or quite specific. Despite this variability, all types of programs should have clearly defined goals and objectives. For example, what do you want to achieve with your mentees? Increased leadership skills? Advance career development? Cultivate personal growth? Secure employment? Gain cultural awareness?



When developing mentee eligibility criteria, consider the following:

- **Motivation:** Is the applicant internally motivated to engage in mentorship?
- **Time commitment:** Does the applicant fully understand the mentorship commitment and have sufficient time to commit to it?
- **Reliability:** Does the applicant demonstrate that they are reliable? If the applicant does not follow through on commitments (arrives late, comes unprepared for meetings, and misses appointments and so forth) it may indicate a lack of reliability, which is not a good basis for a match.
- **Goals:** Does the mentee have a clear set of goals they wish to accomplish?
- **Expectations:** What does the applicant expect from the program? Is this realistic to your program goals and outcomes?
- **Attitude:** Does the applicant have a positive attitude?

Other established criteria may relate to a program's statement of purpose and the needs of the target audience. This may include gender, age, geographic location, education level, skills, background and other criteria specific to your programs.

Always consider the whole picture, and never make decisions based a single criteria. If possible, try to discuss all concerns with potential participants. There may be an underlying reason for their behaviour.

Mentor Eligibility Criteria

When recruiting prospective mentors, set realistic expectations about the mentoring relationship, define the role of the mentor, and describe what the mentor can expect to achieve. Provide information on the program's eligibility criteria so that potential mentors' expectations align with those of the program.

What commonly prevents prospective mentors from volunteering is a perceived lack of time. By addressing the time commitment in the eligibility criteria and offering flexibility to mentors, it helps to minimize this potential barrier and improve the prospect of recruiting mentors.

Eligibility criteria should include and describe:

- Program outline, goals, and roles of the mentor
- Rewards and benefits of being a mentor
- Ways of participating including a definition of the mentoring model and a description of the various types of mentoring relationships (one to one mentorship, group mentorship, e-mentoring)
- Mentor requirements should include:
 - Time commitment detailing the length of mentoring relationships, frequency of meetings and contact with mentees
 - Location of mentor and mentee in-person meetings
 - Details about the matching process
 - Training and support including the time commitment required for training

Referrals to Other Resources

Mentorship may sound like an attractive option to many, but those that are interested need to understand the scope, requirements and commitments of participating in the program. At a given time, mentorship may not be the best option for everyone. Mentees have to be ready for the mentoring opportunity. If they are not open-minded or not ready to explore possibilities outside of their comfort zone, it could result in poor outcomes for those involved. Individuals with multiple barriers may benefit from referrals to other services in the community. Additionally, some mentees who are well-suited to your program may also benefit from connections to other community resources.

REFERRAL LIST RESOURCES

We recommend developing a referral list of these resources:

- Employment centres
- Housing services
- Mental health resources
- Programs for new immigrants
- Indigenous service providers
- Services for youth
- Services for people with disabilities

(See Appendix H for a list of Mentee Career Development Resources.)



Marketing Plan

Messaging

Mentorship may be a new concept to some people so messaging should communicate the process and benefits of mentoring. To recruit the right mentors and mentees, realistically describe the benefits of mentorship, your program goals and expected outcomes. Emphasize the most relevant elements and rewards that mentees and mentors can expect from the program.

MARKETING MATERIALS SHOULD HIGHLIGHT:

- Organization's mission statement
- Program offerings and timeframe
- Program eligibility criteria
- Program expectations
- Benefits of mentorship
- Testimonials from past participants (if available)
- Website, email addresses and contact information



Mentee Marketing: Strategies and Tactics

The ultimate goal of marketing to mentees is to recruit them to the program. How can the mentorship program be positioned to achieve this goal? The marketing strategy should highlight how the program satisfies a need or helps to solve a problem concerning the target demographic. For example, is the program designed to combat isolation and cultivate community connection among new immigrants? Then develop a strategy that speaks to how the program helps participants build meaningful relationships and engage in activities with community-conscious people.

Equally as important, a marketing strategy should highlight the benefits of the mentorship program to mentees. When planning to implement a marketing strategy, consider the best way of reaching the target audience while considering their characteristics, needs, and where they live, work, and play.

Tactics

Consider a range of traditional and digital marketing tactics to create awareness, highlight benefits, and recruit mentees to the program, such as:

- Advertising with print materials such as rack cards, flyers, brochures, posters and backgrounders
- Write-ups in organizational newsletters
- Press releases to local newspapers
- Phone calls to community, educational, employment and business organizations
- In-person presentations to prospective clients or referral organizations
- Mentorship program landing pages on the organization's website
- Email marketing, social media ads, blog posts
- Ads on Craigslist

(See Appendix F for sample marketing materials from NextStep.)

Targeted Outreach

Outreach to relevant networks creates word-of-mouth awareness and shares the benefits of the mentorship program publicly. Begin outreach by identifying contacts and organizations in your existing network that have strong connections with the target mentee demographic. It can be helpful to develop a comprehensive, up-to-date mentee recruitment distribution list comprising individuals in internal and external networks. This database should be continuously updated during the recruitment phase.

Internal network: Reach out to colleagues, professional networks, existing volunteers and family members.

External network: Reach out to community partners. If community partners serve the same mentee audience (e.g. women's groups, services for newcomers, youth, recent graduates, and so forth) as the mentor program, these organizations already have buy-in to the program's success. Program ambassadors are found in a variety of areas, including government, industry, business, employment service providers, community service providers, post-secondary institutions, clubs, libraries, and so forth.

The power of word-of-mouth: Mentorship programs can leverage the power of word-of-mouth referrals in the recruitment process. Colleagues, volunteers, friends, business and community networks that already have buy-in to the organization's vision and mission can be ambassadors for the program. Ensure that prospective ambassadors are sharing the correct marketing messages, informed about the program, and possess the necessary program materials to share with their networks. As a program matures, call upon current or past mentees to assist with new mentee recruitment, as they may have others in their networks that could be ideal candidates for mentorship.

Mentor Marketing: Strategies and Tactics

Creating a marketing strategy to recruit prospective mentors should consider the program's goals and the target audience. Mentoring programs should use several marketing tactics and messaging strategies to create awareness of the program, engage potential mentors, and encourage them to volunteer. Keep in mind that becoming a mentor is a commitment, and it may take some time for prospective mentors to make a decision.

Promoting mentoring opportunities is a year-round effort. It is crucial to maintain top-of-mind awareness of your program by conducting continuous outreach and promotion. Reach out to key stakeholders in the community and remind them of the benefits of the mentoring programs and the volunteer opportunities currently available.

Some of the benefits associated with becoming a mentor are:

- Professional development experience and networking opportunities
- Satisfaction and fulfilment through helping others
- Interaction with mentees is fun and enjoyable
- Volunteering is giving back to the community
- Mentoring can help enhance one's career
- Mentoring can help develop one's skills
- Gratification in witnessing a mentee's growth and development
- A sense of belonging to an organization or agency

These benefits should be highlighted in marketing materials distributed within the community and on digital platforms like the organizational website or a blog post.

Marketing plans should also include critical dates, especially during times when volunteerism is at a high. For example, you can time the marketing strategies to coincide with relevant events, such as National Volunteer Week.

It is also helpful to remember that the reputation of the organizations can affect mentor recruitment, especially if the organization's perceived values and beliefs align with those of prospective mentors.

Tactics

Word-of-mouth marketing is often cited as the most effective recruitment strategy. Volunteerism can increase when potential mentors are asked to volunteer in an activity by someone they know. Consider leveraging these relationships in your network:

- Colleagues, friends and family of co-workers
- Existing volunteers in other agency programs and services
- Existing clients and their networks
- Community partners and other service providers
- Relevant associations and businesses
- Any established government, business, post-secondary institution and other industry contacts

Some effective word-of-mouth marketing tactics include:

- Informational emails with details about mentorship opportunities, benefits, time commitment and program information that can be quickly forwarded on
- Social media posts and updates on LinkedIn, Facebook, Twitter and other platforms
- E-flyers or e-brochures that can be emailed to various contacts
- Short and succinct in-person presentations with relevant print materials
- Program brochures or business cards for distribution at networking opportunities
- Development of a one-page backgrounder for the mentor position



Other marketing tactics to consider:

- Organizational website with information about the mentorship opportunity
- Distributing print and email materials such as flyers and brochures. The distribution of these marketing materials should be targeted and tracked
- Press releases to local media
- Online volunteer postings such as Go Volunteer, Charity Village
- Presentations at targeted businesses, organizations or associations
- Connections with professional associations, community groups, businesses or post-secondary institutions to set up a recruitment campaign
- Distributing recruitment information in the company e-newsletters and bulletins
- Creating a blog post or e-newsletter article for distribution to targeted organizations and businesses

Marketing Expenses & Budgeting

When developing a strategy, be mindful of the costs that may incur during implementation. Periodically monitor the marketing budget to ensure that expenses are within budget. It is also practical to analyze the results of marketing tactics to ensure that the intended outcomes and results are attained. When developing a marketing budget, consider these expenses:

- Website design and content updates
- Business cards
- Promotional flyers, brochures, banners, posters and other print materials
- Online or social media advertising through platforms such as Google or Facebook
- Marketing staff time and resources
- Postage, printing and photocopying

Marketing Timeline

When developing a new mentorship program, it is prudent to initiate marketing activities well in advance of the program start date. The scope of the marketing strategy and the recruitment targets of the program will also influence the marketing plan timeline. For example, if mentees are recruited for a school-based program, consider visiting schools before the end of the school year to meet with administrators and potential participants to ensure that they are aware of the program when school returns in September. Marketing efforts can be timed to other events and occasions, such as the National Volunteer Week, to boost recruitment.

Marketing timelines should outline the start and end dates of specific strategies and tactics and include details of staff responsible for executing each tactic. It is recommended that marketing plans outline each week's activities and goals. Furthermore, regular check-ins should occur to ensure that mentee and mentor recruitment targets are being met.

During recruitment, there are insights to be gleaned from results and outcomes from specific tactics. For example, data may show that LinkedIn and Facebook posts generated significant interest from eligible applicants, while email marketing campaigns were less effective. One strategy may work for one program while it may not work for another. It is necessary to routinely track what works and what doesn't and adjust tactics and timelines accordingly (See the Appendix F for a sample mentorship program marketing timeline).

The NextStep Experience – Recruitment

NextStep is a three-year research and innovation project assessing mentorship practices to best support unemployed and underemployed recent post-secondary grads launch their careers. Given the target demographic, the program's eligibility criteria are restricted.

Even with specific and rigid criteria, the program attracted a range of individuals with different backgrounds. Some participants were young adults who had recently completed their first post-secondary credential and possessed little or no relevant industry experience. Some were born in Canada, while others were professional immigrants who acquired local industry upgrades or re-training but were unable to break into the local job market. Other participants had returned to school to complete a post-secondary education later in life but were unable to transition into stable employment after graduation.

MENTEE ELIGIBILITY CRITERIA

NextStep mentees were adults who met the following eligibility criteria:

- Unemployed and underemployed (working less than 20 hours per week) at time of program intake
- Living in Metro Vancouver and permitted to work in Canada (work permits accepted)
- Completed post-secondary education a minimum of one year from the date of intake, and up to a maximum of five years from the date of intake
- Had conducted a professional job search without success for at least 12 months at the time of intake
- Seeking employment in professional or skilled careers
- Keen, motivated, and open to learning from a mentor
- Able to make a six-month commitment

Marketing Plan

Messaging

As the NextStep Mentorship Program was designed for underemployed/unemployed recent post-secondary graduates, we created messaging that addressed this experience.

- The target audience were recent post-secondary graduates
- They completed their education a minimum of one year ago from the date of intake and up to a maximum of five years from the date of intake
- They were unemployed and underemployed and looking for full-time employment in their industry
- The program was free of charge

We also clearly outlined the benefits of mentorship for both mentees and mentors.

Benefits to mentees:

- Industry-specific connections through individual and group mentorship opportunities
- One-to-one mentorship lasting up to six months
- Career focused and personal development workshops
- Networking opportunities
- Information and connections to YWCA Metro Vancouver programs including support for single mothers, legal educator services and more

Benefits to mentors:

- An opportunity to make a difference in a mentees life by sharing one's career interest
- The chance to have a fun and rewarding experience
- Free workshops and events for mentors and mentees including a year-end recognition event
- Training and support through the mentorship match

Mentee Marketing: Strategies and Tactics

Given the specific nature of the NextStep eligibility criteria, there was not a single marketing strategy that would work best to recruit mentees. What message would resonate with them? Where would we find our target demographic?

Our marketing strategy positioned NextStep as a valuable program offering one-to-one, group and peer-based mentorship to assist unemployed and underemployed recent post-secondary graduates to gain the necessary skills, networks, professional insights and support to further their career development and employability.

To execute our strategy, we reached out to professionals in employment centres, post-secondary institutions and community organizations to let them know about the YWCA NextStep Mentorship Program and ask them to share NextStep information with their clients/alumni, and anyone who could benefit from free career-based mentorship.

Executing our strategy involved sharing program information with relevant contacts and clients and leveraging our internal YWCA networks, external YWCA community, program staff and personal networks with relevant contacts and clients who may be eligible.

Tactics

We created messaging designed to appeal to unemployed and underemployed recent graduates, and communicated through a variety of channels.

Our tactics included:

- Email marketing
- Social content (Facebook, Twitter, LinkedIn)
- Distribution of program posters, rack cards and business cards
- In-person presentations to WorkBC Employment Service Centre staff
- Blogging (on YWCA Blog)
- Staff e-newsletter story (YWCA Connected)
- Google AdWords (cost-per-click)
- Facebook Ads (cost-per-click)
- Print newsletter story (YWCA Contact)
- Warm and cold calling staff at WorkBC Employment Service Centres and post-secondary institutions
- Community newspaper listings
- Listing in the BC211's Red Book Online

Targeted Outreach

NextStep's target audience was recent post-secondary graduates living in Metro Vancouver, so we focused our marketing efforts on the following: WorkBC Employment Service Centres, post-secondary institutions (career development and alumni offices), community organizations and centres, immigrant organizations, public libraries and staff networks.

We developed a comprehensive marketing distribution list stored in a database that contained names and contact information of a wide range of individuals and organizations. Throughout the recruitment phase, we regularly connected with employment centre managers, resource room coordinators, alumni associations and community centre staff through email, and followed up with targeted phone calls as appropriate.

We posted NextStep recruitment content on Facebook, Twitter, LinkedIn and Craigslist. Staff mailed program posters, rack cards and business cards to WorkBC Employment Service Centres, and followed up with phone calls to see if employment staff had questions about the program or would like to receive an in-person presentation at their site. We also wrote blog posts and NextStep stories for our internal and external YWCA newsletters, as well as included NextStep information in community listings.

Word-of-Mouth Marketing

Word-of-mouth also proved to be a valuable recruitment tactic. At the end of our mentee information session, we asked applicants if they would like to help with spreading the word about the program, should anyone else in their network benefit from NextStep. Past mentees and new applicants were often keen to share NextStep information with their networks, which led to additional referrals.

While recruiting mentees, we tracked how applicants heard about our program. We found that people were referred through a variety of sources, including WorkBC employment centres, case managers, post-secondary institutions, email marketing messages, Facebook, LinkedIn, Craigslist, posters, and the YWCA website.

Mentor Marketing: Strategies and Tactics

The NextStep program began shortly after the successful Connect to Success Mentorship Program ended in 2014. The Connect to Success Mentorship Program began in 2006 and was a free mentorship program for job-ready women entering or re-entering the workforce in professional careers.

At the commencement of the NextStep program, there were approximately 80 mentors from the Connect to Success Mentorship Program that were interested in being involved as mentors with the NextStep Mentorship Program. Given this, the marketing strategy included updating our mentor recruitment messaging and materials to reflect the new mentorship program.

We leveraged our network of approximately 80 existing mentors, the YWCA community and other community organizations to 'Spread the Word' about the new NextStep Mentorship Program and our need for more mentors from a variety of professions and industries. We created messaging to appeal to both women and men that were established in their careers, looking to provide guidance, support and mentorship to an unemployed individual in their field. We communicated this message through a variety of ways.

Tactics

Our tactics for mentor recruitment included:

- Email marketing including a Spread the Word email sent to all current mentors to share with their networks and a similar email was sent to all YWCA staff to distribute amongst their networks
- Social content, primarily on LinkedIn
- Networking at various community events and distribution of business cards
- YWCA website with volunteer opportunities and a call for NextStep mentors
- Listing on volunteer websites such as GoVolunteer and Charity Village
- Creating a mentor marketing distribution list including professional associations, networking associations, post-secondary institutions, businesses and industry-specific associations. Emails were sent and phone calls were made to the 45 associations and businesses on the mentor marketing distribution list
- Targeted marketing for professionals from a specific industry if required

Word-of-Mouth Marketing

Word-of-mouth was by far the most successful tactic. Providing current mentors with a positive experience in a supportive environment meant that current mentors were keen to ask others in their network to get involved with the program. The NextStep program also offered four free career-based workshops and four free networking mingles that mentors could attend. Many mentors benefited from the networking opportunities and workshops which in turn created a positive experience for the mentors and enhanced the reputation of the program in the community. By the end of the NextStep Program, over 160 mentors were involved.

Chapter 5: Screening

Mentee Screening

It is important for mentoring programs to determine the tools and steps for identifying the best candidates. Mentee eligibility criteria, application forms, information sessions and intake interviews are tools used in the mentee screening process.

Eligibility Criteria

As discussed in Chapter 4, mentee eligibility criteria is a critical screening tool (see Appendix D for NextStep mentee eligibility criteria). A decision has to be made to determine the most efficient way of administering screening. It can be done over the phone, via email or with an online screening tool.

While it is important to develop mentee eligibility criteria for the program, it is also helpful to develop applicant ineligibility criteria. For example, while it might not be stated explicitly in your advertised criteria, having a negative attitude, struggling with basic communication skills, or planning to be out of the country for an extended period might be reasons that would make an applicant ineligible for your program.

Application

The mentee application form is a foundational screening tool used in the mentee intake process (refer to Appendix I to see a mentee application form). While mentee screening with your eligibility criteria is an important first step in the selection process, the application form can provide revealing details about an applicant. Along with basic biographical information such as date of birth, contact information, you can also gather information on the mentee applicant's employment history and level of education. However, it is also recommended that you should not collect more information than is needed to adequately screen applicants.

The information gathered in the application form can also provide crucial details about an applicant, especially in situations when the program may need to make accommodations for extra needs.

During the application process, it is also important to ask questions to understand what the applicant hopes to get out of the mentorship experience, such as:

- What are your goals in working with a mentor?
- What does mentorship mean to you? What does it mean to be a mentee or mentor?
- Have you had a mentor in your own life? If yes, please describe.
- What activities do you enjoy in your spare time?
- What are your strengths and weaknesses?
- Do you have the time to commit to the mentorship relationship?

Once it is determined as to what information needs to be collected, decisions need to be made about data and information collection, storage, and dissemination. Determine if one or both hard-copy and online applications are necessary. Consider the best time to distribute the application forms, as well as appropriate file management systems. Mentorship programs have a duty to protect the personal information of their applicants and clients. Make sure that mentee application forms are stored securely on a server, online file management system, or locked file cabinet.

Mentee Information Session

Depending on the nature and scope of your program, it may be helpful to hold information sessions where prospective mentees can learn more about the mentorship opportunity. When preparing for the mentee recruitment phase, consider the number of information sessions that are required to meet recruitment targets, as well as the timing, location and frequency of the sessions. See Appendix I for a sample NextStep mentee information, intake and training session schedule.

PROGRAM INFORMATION SESSIONS SHOULD COVER:

- Organization's mission statement
- Program offerings and timeframe
- Program eligibility criteria
- Key criteria for mentee success
- Program expectations
- Benefits of mentorship
- Information about mentors and what they can and cannot provide
- Personal success stories or testimonial quotes from mentees or mentors
- Information about other relevant resources in the community
- Outline of next steps in the application process and associated timelines
- Staff contact information

Not every eligible mentee applicant will follow through with the program. After learning more about the program and its commitments, some will decline to participate. As a result, application forms should be handed out at the end of information sessions so that only those individuals who are genuinely interested complete the application.



In the NextStep program's information sessions, we outlined the scope and nature of our mentors' roles when working with mentees:

Mentors are:

- Passionate about what they do and are willing to share that passion with others
- Committed to a six-month match
- Able to provide three to six hours of support per month, including a minimum of one in-person meeting per month plus telephone and email contact
- A source of information, feedback and support for those who are willing to learn, wish to improve their level of expertise, and who want to develop new skills

Mentors are not:

- Personal counselors
- Experts
- Someone who will find you a job
- Necessarily someone with your exact preferred job title*

**Note: The more specific you are in your request for a mentor, the harder it is in our search. Being open to a mentor who has been successful in their career, who may not be in your exact field could still be an amazing mentor!*

(See Appendix I for the NextStep mentee information session outline.)

Mentee Intake Interview

The in-person applicant interview with a prospective mentee provides a valuable opportunity to discuss the mentorship program in greater depth, and address the applicant's questions.

We suggest developing a standardized intake interview format to maintain consistency. Since applicant confidentiality is important, interviews should be conducted in private interview rooms. At the meeting, we suggest that the interviewer inform the mentee of the purpose of the meeting and determine that the applicant and program's goals are aligned. To maintain on task with the interview, applicants should be aware of the length of the process.

Before interviewing, consider how information is collected. Are hard-copy intake forms, hand-written notes, electronic intake forms, or audio recordings necessary? Ensure that all interview records are stored confidentially (see Appendix I for the NextStep intake interview form).

During the interview, program staff should screen for applicants' motivation and capacity to fulfil their commitments and responsibilities as mentees. Pay attention to the applicant's body language, tone and any hesitations when answering questions. Does the applicant appear to be eager and genuinely interested in the program, or do they appear disengaged? Is their communication clear? Do they understand the program requirements? If the applicant is not forthcoming in their responses, be prepared to ask further probing questions to get the information you need. The questions asked during the intake interview should elicit information that aligns with the program eligibility criteria.

If an in-person intake interview is not possible, make alternate arrangements for phone interviews or video conferences.

After the intake interview, call or email the applicant to advise them if they have been accepted to the program. Follow-up with those individuals accepted into the program, and let them know of their acceptance along with details regarding mentee training. If program staff determine that potential mentees are a poor fit for the program, explain the reasons why and refer them to external resources.

For applicants to experience success in the program, the intake interview should address these questions first.

- What is your field of interest?
- What education and work experience do you have in this field?
- Are you actively seeking employment your career field of interest? Please elaborate.
- What are your top three goals in working with a mentor?
- Are you available to attend a two-hour training session during the week?
- Are you able to commit to a six-month program and a six-month match?
- Are you able to commit to staying in touch with program staff through monthly updates and responding to emails?

Mentor Screening

The mentor screening process is an important step in identifying successful mentor candidates. Having screening policies and procedures is imperative to the overall effectiveness of the mentoring program. Mentoring requires time, commitment, and reliability to make the match work.

While it is convenient to accept every mentor applicant into your program, it is vital to follow through with each step of the screening process. By following through with each step of the screening process, it ensures that mentors are suitable for the program and that mentees that work with them will be safe. Take the time required to screen all mentors adequately.

Eligibility Criteria

Establishing eligibility criteria and disqualifying criteria for mentor acceptance is the first step in developing screening policies and procedures. Each mentoring program requires different characteristics of their mentors. Identifying these unique characteristics for the mentoring program forms the basis of the eligibility criteria. There are also some universal requirements that mentor applicants should meet:

- **Level of Commitment** – Does the mentor applicant fully understand the time commitment and what is required of them for the duration of the match? Does the mentor applicant have plans for a move or another life transition? How stable is the mentor applicant in their living arrangements and employment?
- **Reliability** – Has the mentor applicant displayed reliability in the application process? Does the mentor applicant have other examples of reliability and follow-through in other situations in the recent past?
- **Motivation** – What is the mentor applicant's identified reasons for applying to mentor? Do these reasons align with your program goals? Does the mentor applicant have positive intentions for involvement?
- **Expectations** – What are the mentor applicant's expectations of the program and mentee? Are the expectations aligned with your program goals and your mentees? Are their expectations realistic?

Additional criteria should be established that meets the mentoring program's goals and needs of the mentees. These specific criteria could include parameters around geographic locations, age, education level, specific skills, career backgrounds or other criteria specific to the mentoring program.

When assessing criteria, it is helpful to look at the whole picture rather than focus on a single factor. Directly discuss any questions or concerns about eligibility criteria with mentor applicants for clarification.

Screening Tools

Application

Written application forms are used as an early screening tool to assess the suitability of mentor applicants. When designing the application form, determine what information will be collected from the mentor applicant so that program staff can determine if the individual profile and motivations match with that of your program. Asking the right questions and collecting the adequate information will also ensure the safety of participating mentees. Along with contact information and biographical details, the application form can include questions that determine whether or not mentor applicants meet established eligibility criteria. Questions that determine personal interests and expectations from the mentoring relationship can be helpful. Some questions may include:

- Describe a mentoring relationship you experienced and how this had an impact on your own life
- What experiences do you have mentoring others?
- What do you hope to gain from your experience as a mentor? What do you expect from your mentee?

Consider the following when designing an application form:

- Paper versus online
- Use of a volunteer database
- How to access the information collected on the form
- Confidential storage of the completed application forms
- Length and format of the application form

Phone Interview

Phone interviews or phone screenings are an efficient means of sharing program information and communicating details about the mentor volunteer position. During the phone interview, we suggest asking mentor applicants specific questions to determine if they meet the identified mentor eligibility criteria. Depending on the mentor applicant's schedule, phone screenings can take between five to thirty minutes. Phone screenings are convenient, but they should not replace in-person interviews, which can provide you with more information about the prospective mentor. We recommend using it as an additional screening tool to assess the mentor applicant's suitability.

The phone interview can include:

- A brief description of your organization or agency
- A description of the mentor program including program goals, mentee eligibility criteria and characteristics, how many mentees in the program
- Time commitment and program dates
- Mentee recruitment details
- Details of your organization website
- Questions about:
 - Background
 - Education
 - Work experience and current employment
- Have you mentored before and if so, describe the mentor role?
- What motivated you to consider mentoring?
- Description of next steps for the application process following the phone interview

In-Person Interview

Conduct at least one in-person interview with mentor applicants to assess their suitability. Face-to-face interaction provides significantly more information about the mentor applicant than the application form or phone interview. It is an opportunity to discuss, clarify, and elaborate on the information previously disclosed by the mentor applicant.

During the in-person interview, take time to assess the mentor applicant's commitment, program expectations and how they plan to fit their mentoring responsibilities into their schedule. Use the mentor eligibility criteria as a foundation for your interview questions. Develop a standard set of interview questions and record the responses in detail. We recommend conducting mentor applicant in-person interviews in a quiet, private space.

Criminal Record Check

When volunteering to work with vulnerable adults, youth and children under the age of 19, criminal record checks on mentor applicants is a mandatory requirement of the screening process. Check the province's legislation regarding a mandatory Criminal Record. Conduct checks for all staff, volunteers, and especially for mentors volunteering with children and youth. We suggest contacting the local police or RCMP station to inquire about the procedures and costs associated with conducting a Criminal Record Check for mentor applicants, as procedures vary across regions. A Criminal Record Check should be one of the screening measures put in place to determine a mentor applicant's suitability. A clear Criminal Record Check does not ensure that the mentor applicant is suitable for mentoring.

Reference Check

The reference check can provide insight into a mentor applicant's commitment to the program, alignment with eligibility criteria, and potential mentees that may be a match. Reference checks should include a standard set of questions that are recorded and kept confidential. Reference checks can be completed over the phone, on a paper form or online form.

The reference check can begin with an introduction, a brief overview of mentorship program's parent agency or organization, and a description of the program's goals and mentees served.

Consider these reference check questions:

- How long have you known the applicant and in what capacity?
- Tell me about a time when the applicant made a commitment and was able to follow through on this commitment
- Do you have any concerns with the applicant working with our program mentees?
- What are the applicant's strengths and weaknesses?
- Comment on the applicant's dependability, ability to handle constructive criticism, ability to be non-judgmental, ability to be respectful, honest and a positive role model

Mentor Commitment and Other Agency Policies

Creating a framework for developing safe and effective mentoring relationships is necessary to ensure the well-being of mentors and mentees. Mentoring programs should outline the roles and responsibilities for mentors and mentees to ensure mentee safety, and to also adequately prepare both mentors and mentees for their participation in the program. These roles and responsibilities may be outlined in a document and shared with mentee and mentors at their respective training session. Some programs require agreement in writing with a signature of these roles and responsibilities.

Programs should communicate the importance of both mentees and mentors committing to the minimum length, frequency and total hours of the mentoring relationship that are required by the mentoring program. The mentor's commitment is important to assess for several reasons:

- Longer term mentoring relationships are associated with more benefits than shorter-term relationships
- The most important aspect of a mentoring relationship is that it lasts for the intended duration of the original commitment. Premature ending of the relationship can result in negative outcomes and feelings
- Matches lasting the intended duration are a factor in achieving and measuring program outcomes. The positive outcomes of early match closures are difficult to measure



Programs can ensure the mentees' safety with adequate risk and liability management procedures. There are many precautions that mentoring programs can take to reduce the risk and limit liability against the organization. Consult with insurance carriers and review legislation to ensure your organization, mentees and mentors are protected. Each mentoring program should develop a risk management plan that:

- Identifies the context of the mentoring program
- Acknowledges and identifies the risks
- Evaluates and prioritizes the risks
- Implements risk management strategies
- Monitors and updates the risk management plan accordingly

Additional ways to limit risk include:

- Developing and adhering to a thorough screening process as detailed in this chapter
- Maintaining ongoing contact with mentors and mentees and adhere to a monitoring schedule
- Making safety a part of staff, mentor and mentee training
- Considering site-based mentoring programs where mentors are supervised and supported
- Developing organization health and safety procedures and policies
- Developing Abuse Protection Policy and Procedures and provide adequate staff training on an ongoing basis

In summary, every organization's screening practices and procedures should enhance the likelihood that everyone served by the mentoring program is suitable and committed to making the mentoring relationship a safe and positive experience.

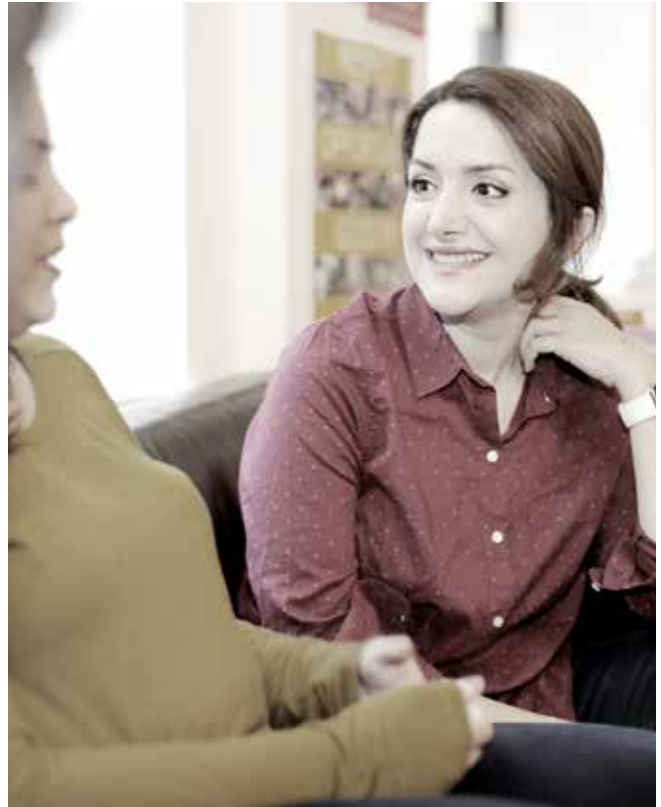
The NextStep Experience – Screening

Mentee Screening

The NextStep program received 522 inquiries from individuals looking for career mentorship. An online pre-screening survey was developed on the NextStep landing page of the YWCA website to streamline the inquiry process. Due to the program's strict eligibility criteria, two out of three individuals who inquired about the program were screened out. If prospective mentees did not meet the program's eligibility criteria, they were informed by email. Unsuccessful mentees were sent website links to WorkBC Employment Services Centres, services for immigrants, youth, and additional career development resources.

Pre-screened individuals that met NextStep's eligibility criteria were invited to attend an information session and participate in an intake interview. Information sessions were typically held on the same day as the individual intake interviews. First, mentees attended an information session where they learned about the program structure, timelines, and mentee and mentor responsibilities. In the training sessions, it was emphasized that NextStep mentors were not personal counsellors, "experts" or someone who would find mentees jobs. Rather, NextStep mentors were professionals willing to share their career successes, challenges, and lessons learned with mentees. They were volunteers passionate about their careers with a desire to share that passion with others. They participated in NextStep to serve as guides and role models for clients looking to further their career development and land meaningful employment. If mentee applicants remained interested; they completed an application form that was subsequently brought to the intake interview.

(See Appendix I for the NextStep mentee information session outline, screening survey and application form.)



Mentor Screening

NextStep program staff screened over 85 new mentors over the course of the three-year project. The screening process began with an inquiry from a potential mentor and concluded with either acceptance or non-acceptance.

The following steps were completed in the screening process:

1. Contacted potential mentor by phone or email

- For email inquiries, the Mentor Backgrounder document was sent to mentor
- For phone inquiries, the Mentor Backgrounder document was reviewed over the call, and an email was sent with the document

2. Assessed potential mentor for fit

- Phone screenings helped to determine potential mentor's fit.
 - If unsuitable for the program, potential mentors were referred to other appropriate volunteer postings or websites.
 - If a strong fit is determined, email potential mentors a link to the online application form, details about upcoming training sessions and date options.
- Phone screening provided mentors:
 - Background information about the NextStep Program
 - Program timeline
 - Details about the mentee recruitment and intake processes
 - Mentees' eligibility criteria, field of interest and need
 - Benefits and rewards of mentoring
 - What is their interest in mentoring?
 - What is their current job title, company and work experience?
 - What brings them to mentorship?
 - Have they been a mentor or mentee?
 - Mentor application process

3. Reviewed application documents in their entirety

- Once the online mentor application form is complete, review the mentor's resume or LinkedIn profile.

4. Confirmed mentor's attendance at an upcoming mentor training session

- Training was held for two hours in the evening at the YWCA Program Centre.

5. Observed potential mentors' interactions

- How mentors participated and interacted in the training session was observed. Program staff took note of any concerning behaviours or observations and directly addressed these concerns with potential mentors following the training session. If a potential mentor was deemed not suitable, they were informed directly.

6. Completed reference checks for the potential mentor

- Mentor's applications were reviewed in their entirety, which included:
 - Documented notes from the screening interview
 - Application form
 - Resume or LinkedIn profile
 - Documented notes from the mentor training session
 - Criminal record check, if applicable
 - Completed and documented reference checks

7. Notified potential mentors on acceptance or non-acceptance

- Potential mentors were informed by email or phone call of their acceptance into the program.

Chapter 6: Mentee and Mentor Training

Mentees and mentors should receive training to prepare them to make the most of the mentorship match and to ensure that they understand the scope of their commitment. Training that takes place before a match is made is commonly referred to as Pre-Match Training. The goal of the training is to ensure that participants are equipped with the information and skills required for a productive mentoring relationship. Pre-Match Training should clarify the program's objectives, mentee and mentor roles and responsibilities, and program staff roles. Training can also function as a screening tool to assess the program participants' commitment. When developing Pre-Match Training, be mindful of using language and tools that are culturally appropriate.

Purpose of Training

For Mentees

If mentees signal a lack of commitment to the mentorship process at this stage, staff have the opportunity to assess the program's fit for individuals involved.

The purpose of training mentees is to:

- Understand the mentorship program's expectations and requirements (mentee and mentor roles and responsibilities)
- Prepare to make the most of the mentorship experience through effective goal setting and communication skills
- Start an action plan
- Outline the mentorship program timeline and important dates

For Mentors

During training, staff can learn more about the mentor applicant through interactions and observations. While a single behaviour on behalf of a mentor applicant may not be indicative of a problem, it is important to assess and observe patterns of behaviour when determining the mentor applicant's suitability. When observing mentors, be aware of these potential red flags, which may forewarn problems that may arise later.

For example, be aware of mentors:

- That focus on their own needs
- That are overly involved with other mentees
- With unhealthy beliefs and attitudes about mentees
- That engage in developmentally inappropriate behaviours
- That are unwilling or unable to set boundaries with their mentees
- With a background of rejection from other volunteer agencies



Training can assist mentor applicants with assessing their own goals, motives and expectations for being a mentor. This can be beneficial to helping mentor applicants sustain their commitment and overall satisfaction with their mentoring relationship. Providing an opportunity to discuss expectations and goals during the mentor training can provide a more positive mentoring experience. Consider developing a mentor training manual or resource guide as a reference for mentors to during the match. Additional information and resources can also be provided during the match.

Training Content

The content in training sessions depends on the mentoring program's goals, mentors' and mentees' roles; program policies and procedures. Training sessions are opportunities to address the skills, knowledge and tools that mentees need to develop to ensure successful mentorship relationships.

For Mentees

Different mentee audiences require different forms of training. Depending on the nature of the program and the mentees involved, decisions may be made to hold large in-person group training workshops, small group training workshops, one-to-one training sessions or online training sessions.

Some mentorship programs operate with a one-to-one mentorship model where a mentee is paired with a mentor for a set period. Other mentorship programs operate with a group and peer-based model, where mentors provide mentees support and guidance in a group setting. Mentees also receive mentorship from peers.

Consider developing training materials that mentees can refer to during the match. Such materials include an overview of the training key concepts, a mentorship action plan, and a checklist of mentee responsibilities (see Appendix J for examples of training materials).

The following topics may be incorporated into mentee training sessions:

- Program introduction and staff biographies
- Organizational profile and its policies
- Mentoring program overview outlining its history, goals; potential outcomes
- Program requirements, policies, and procedures such as:
 - Confidentiality, information and data sharing policies
 - Social media and digital use policies concerning the use and distribution of digital images and program information via social media
 - Evaluations and use of data policies concerning the collection and distribution of survey information and outcome measurements
- Mentee and mentor roles and responsibilities outlining:
 - Descriptions of mentee roles
 - Time commitment
 - Length, frequency and location of match meetings
- Contact and match monitoring with program staff
- Staff roles and responsibilities
- Program events, training and workshop descriptions
- Matching process overview and match monitoring schedule
- Expectations and suggestions of the first meeting with a mentor, such as what personal information to share, when and where to meet, how to discuss roles and responsibilities, and how to develop an action plan with the mentor
- Maintaining regular contact with staff, monthly updates
- Ongoing mentor meetings procedures
- How to handle difficult situations and scenarios
- Closing the match suggestions and expectations
- Next steps following training session
- Testimonials and online success stories
- Additional resources and information
- Feedback survey
- Staff contact information and appreciation ideas
- How to help mentees start goal setting and thinking about action plans

(See Appendix J for a sample action plan.)

SMART CRITERIA

A good goal setting program is a SMART one. Mentees and mentors should work on achieving SMART goals, which are:

- Specific
- Measurable
- Achievable
- Realistic
- Timeline

Setting SMART goals with realistic timelines helps to ensure that the match is productive. Encourage mentees to share their goals with people they trust. This can help mentees stay accountable and feel supported.

For Mentors

The following topics may be covered in mentor training sessions:

- Introduction and staff background
- Organization/agency overview including agency policies
- Mentoring program overview including history, program goals, potential outcomes
- Program policies and procedures overview including but not limited to:
 - Confidentiality – the importance of confidentiality regarding information that may be shared about their mentee
 - Liability procedures to reduce risk and liability issues
 - Approved activities – clear description of activities appropriate for the match
 - Social media and digital use – policies for the use and distribution of digital images and social media use among matches
 - Safety- guidelines to ensure health and safety
 - Volunteer policies – agency-wide volunteer policies and procedures
 - Handling emergencies – steps to take in case of an emergency including contacts
 - Evaluations and use of data – policies for the collection and distribution of survey information and outcome measurements
- Mentee overview
- Application process for mentees and mentors
- Mentor roles and responsibilities including:
 - Clear description of the roles and responsibilities
 - Time commitment
 - Length, frequency and location of match meetings
 - Contact and match monitoring with program staff
- Mentee roles and responsibilities
- Program requirements such as action plans, goal setting or journals
- Staff roles and responsibilities
- Overview of program events including any additional training, workshops
- Overview of matching process and match monitoring schedule
- First meeting with mentee – suggestions and expectations
- Scenarios and how to handle difficult situations
- Closing the match suggestions and expectations
- Mentor application process next steps following training session
- Additional resources and information
- Staff contact information and appreciation

(See Appendix J for the NextStep training session outline.)

Skills Development Training

Skills development training is complementary to mentee and mentor training. The purpose is to prepare participants and equip them with skills for developing effective mentorship relationships. Skills development training may occur before or throughout the match.

For Mentees

Skills development training for mentees may focus on building and enhancing:

- Communication skills
- Collaborative decision-making
- Goal setting skills
- Boundary setting and mentoring relationship maintenance
- Cultural competency and awareness
- Conflict resolution
- Professional interventions and community supports

For Mentors

Skills development training for mentors may focus on building and enhancing:

- Communication skills development
- Collaborative decision-making
- Goal setting
- Boundary setting and mentoring relationship maintenance
- Cultural competency and awareness
- Conflict resolution
- Crisis intervention
- First-aid
- Professional interventions and community supports
- Special mentee populations including immigrant, refugee, at-risk youth, mental health



Training Logistics

When developing training for mentors and mentees, consider the scope and size of the sessions and these logistical considerations:

Training Sign-Up

Training typically occurs after mentee applicants have completed the pre-screening process, application form and intake interview. Plan for how applicants will sign-up for training.

Planning Training Sessions

During the recruitment period, decide on how many training sessions to offer and when they will be delivered. Planning training sessions and making all of the necessary room or facility bookings in advance can assist in the program organization (See Appendix I for the information, intake and training session schedule).

Refreshments

During your training session and depending on the timing of the session and length, consider your budget when deciding where to hold training sessions and if refreshments will be provided.

Presentation Method

For the training session, decide which staff possesses the appropriate skills and training to deliver training. Decisions also have to be made on how training will be delivered—online, web-based or in-person. It is also necessary to plan how materials will be presented and what equipment is needed to facilitate the sessions.

Learning

It is likely that training will be delivered to a variety of learners. Decide on activities that appeal to those that prefer auditory, written, visual, kinesthetic and multi-sensory learning. Consider different approaches when delivering training, e.g. experiential learning, problem-based learning, scenarios, role-playing.

Print Materials and Handouts

When deciding if print materials will be distributed throughout the session, consider the cost and environmental impact of providing these materials.

Length of Training

Many training sessions are between one and a half to two hours, but also consider the audience's preferences and availability.

Group versus Individual Training

Plan for times when group training is more appropriate than individual training. Consider the group size when deciding whether to engage in role-playing or other interactive activities. Also, plan for situations when applicants are not available for group training sessions.

Careful consideration should be given to the facilitator leading the mentee training. The facilitator's skills, quality of training provided, interactions with applicants are important because the facilitator sets the foundation of the mentoring relationship and affects the applicant's experience.

The NextStep Experience – Mentee and Mentor Training

This section describes the training of NextStep’s mentees and mentors.

Mentee Training

All of NextStep’s mentees received training that spoke to the program’s goals, potential outcomes, mentee and mentor responsibilities, and information about how to build momentum in their job search.

One-to-One Mentee Training

Training for our participants in the one-to-one mentorship cohort was held in-person at the YWCA Metro Vancouver Program Centre. We addressed the following topics:

1. Mentee roles and responsibilities

We outlined the responsibilities that were expected of NextStep mentees and emphasized the importance of regular, clear communication with program staff and mentors. We underscored that the mentorship match is a professional arrangement, and mentees were expected to arrive at their mentorship meetings on time and be prepared to work on their action plans. (See Appendix J to view our mentee responsibilities checklist).

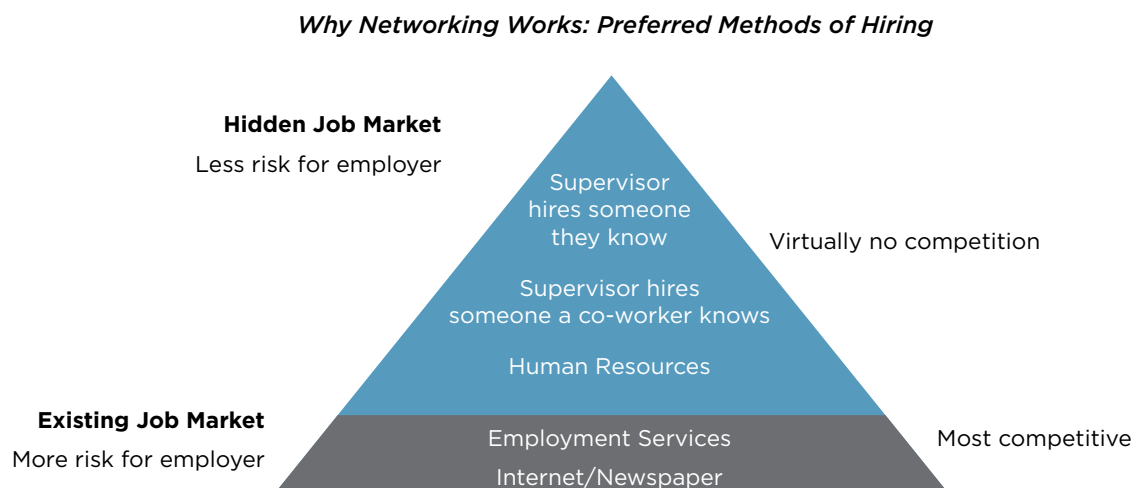
2. Mentor roles and responsibilities

We emphasized that mentors are volunteers who are passionate about career development and joined NextStep to provide mentees with career-based guidance and encouragement. Mentees are responsible for taking the lead in the relationship. Mentors are not personal counsellors, nor are they responsible for finding mentees employment.

3. Active job search

We encouraged mentees to use a range of services, resources and techniques when job searching (See Appendix H for mentee career development resources). This included making use of the resources available at local WorkBC Employment Service Centres, as well as recruitment agencies, volunteering, attending networking events, joining professional associations, using LinkedIn, and so forth.

4. Pyramid of hiring



5. Information interviews

We reviewed how information interviews can be powerful tools when conducting research and job search (see Appendix I for a list of information interview questions).

6. Matching process and match monitoring schedule

NextStep matches were based on a mentee and mentor's mutual career interests and personality fit. Staff would connect with a prospective mentor to review the mentee's qualifications and career challenges. If the mentor agreed to the match, staff followed-up with the mentee to discuss the potential mentor's background and interests. If the mentee agreed to the match, we sent a confirmation of match email to both parties. We asked them to let us know the outcomes of their first meeting. If the initial meeting was a success, we scheduled the match for six months and required the mentee to complete regular monthly progress updates.

7. Preparing for first meeting

In the training session, we provided mentees with an action plan template and set aside time in the session for them to start a plan. As a part of goal setting, we encouraged mentees to consider working on some of the following tasks during their six-month mentorship match:

- Job search
- Update the resume, cover letter, business cards
- Prepare for interviews
- Develop job leads and self-marketing plan
- Improve follow-up techniques
- Networking
- Develop networking skills
- Access the hidden job market to discover opportunities
- Research potential employers and gain referrals
- Develop your LinkedIn profile
- Career development
- Research employer expectations
- Participate in training sessions and upgrade skills
- Improve professional image
- Strengthen interpersonal relationships
- Personal development
- Create work/life balance
- Improve self-awareness and self-knowledge
- Develop talents and strengths

8. Match scenarios

A range of hypothetical scenarios that could occur during the course of their match was highlighted.

9. Feedback survey

After completing training, mentees were asked to provide feedback on their experiences in an evaluation survey.

(See Appendix K for the NextStep mentee evaluation form.)

Group and Peer Mentorship Training

We provided an online training module to NextStep mentees in our Group Mentorship and Peer Mentorship cohort. This module included the same material as the one-to-one mentorship training, with the exception of the section on one-to-one matches. We strongly encouraged mentees to attend all of the upcoming NextStep workshops and networking opportunities, make use of WorkBC Employment Service Centres, and access other employment and career-development resources in the community.

Mentor Training

Mentor training sessions were provided one to two times per month during the mentee recruitment period (See Appendix J for the Mentor Training Session Outline). The mentor training sessions were an essential step in the screening process and also an opportunity for potential mentors to learn more about the YWCA and the NextStep program, meet program staff, and network with other potential mentors.

Mentor training sessions were hosted at the YWCA Program Centre by the program manager for two hours during weekday evenings. Light refreshments and snacks were provided to attendees during these evening sessions. The training room was set-up in an open format to encourage participation, interaction and questions from the attendees. The training materials were presented using PowerPoint and attendees received a folder of information including a current issue of the YWCA Connect newspaper, the PowerPoint slides in note format, an action plan and sample action plan, staff business cards and any other useful program information.

Following the mentor training session, program staff emailed or called each attendee to thank them for attending the session, answer questions, and notify them of their acceptance or non-acceptance into the program. A mentor training session survey was also emailed to attendees to evaluate the mentor training format, delivery, and content. Sessions were regularly evaluated and revised based on the survey results to meet the needs of the attendees.

Chapter 7: The Matching Process

Once program staff screened mentees and mentors, the matching process begins. It starts by bringing together all of the information collected in the screening process to determine a match. Matching is where all of the information, facts, experiences and intuition come together to create an effective mentoring match and relationship.

Considerations for Matching

Before proposing a match, both mentors and mentees should be informed of how the matching process is conducted. Mentees and mentors should also indicate their needs and preferences for matching.

Carefully consideration of the mentee and mentor before initiating a match promotes successful and effective mentoring relationships. There should be a reasonable difference in the age or experience between the mentee and mentor for an effective mentoring relationship. When attempting to make a positive match, consider mentee and mentor characteristics and the following:

- | | | |
|-----------------------------|------------------------------------|----------------------------|
| ■ Interests | ■ Shared background or experiences | ■ Strengths |
| ■ Proximity of participants | ■ Personality | ■ Previous experiences |
| ■ Availability | ■ Temperament | ■ Life experiences |
| ■ Schedule flexibility | ■ Career background | ■ Needs |
| ■ Age | ■ Educational background | ■ Expectations |
| ■ Gender | ■ Goals | ■ Communicated preferences |
| ■ Language requirements | | |

Procedures for Matching

Considering the aforementioned characteristics can be helpful in making a mentoring match. There are no strict rules or formulas for creating positive matches, but there are several factors to consider. Reviewing the organization's mission statement and program's goals will also help guide the process of preparing matches.

Using intuition while considering the unique characteristics of mentee and mentor can inform matches. Consideration should also be given to the mentee and mentor's openness to learning and motivation to make a match despite potential difficulties. Setting and following matching criteria can also assist with the matching process. It also helps if both the mentee and mentor are open with their preferences for the matching process.

Proposing the Match

The first step of proposing a match is to share biographical and background information with both the mentee and mentor. Biographical information shared should be kept confidential with the recipient.

Some background information to share could include:

- Name
- Age
- Location
- Educational background and credentials
- Career background
- Special interests
- Availability

Careful consideration should be taken when deciding if matches are proposed to the mentor or mentee first. The structure of the mentoring program will also dictate how matches are proposed—by phone, email or in-person.

Introducing the Match

There are several methods for introducing the match. With each method, consider staff resources, the mentee's age, facility availability and budget before matches are introduced. Program staff should also prepare the mentor and the mentee for the first meeting and clearly outline the process for the match introduction.

Events

Some mentoring programs provide mentors and mentees with the opportunity to meet and socialize at a group event to formally introduce matches to one another. A social event can ease the awkwardness of the first meeting. Icebreaker or 'getting to know you' activities can also help.

Formal Meetings

Program staff may also organize one-to-one meetings for first introductions. At these meetings, program staff may decide to review the program's expectations, commitments, and roles and responsibilities of mentor and mentee. This also helps to establish the program staff as the support person for the mentoring relationship.

Email

Alternatively, matches may be facilitated via email. Although email introductions are not as personal, it may be the preferred method of communication depending on the characteristics and availability of mentee and mentor.

In the first meeting, a match agreement can be used to create a foundation for a positive mentoring relationship. A match agreement is a signed statement of understanding between the mentor and mentee that clearly outlines the conditions, expectations and guidelines for the match and mentoring relationship. It is important that everyone involved in the mentoring relationship is clear with their expectations from the beginning of the process.

MATCH AGREEMENT

The match agreement should include:

- Names of both the mentor and the mentee
- Length of the mentorship relationship and commitment
- Time and schedule for meetings or meet-ups including frequency and duration
- Roles and responsibilities of the mentee
- Roles and responsibilities of the mentor
- Goals for the match
- Match guidelines specific to the mentoring program
- Confidentiality statement
- Meeting cancellation guidelines
- Match monitoring schedule with program staff
- Signatures
- Date of match agreement

Despite best efforts, some matches end unsuccessfully. If a request to end a match is made, there should be reasonable efforts made to work through issues first. If all else fails, mentors and mentees may be re-matched. Depending on the match issue and the circumstances leading to the end of the match, re-matches should be given with consideration to the safety and wellness of all participants in the program.

The NextStep Experience – The Matching Process

NextStep staff spent considerable time and effort matching mentors and mentees. Several factors and a variety of information sources were considered when making matches. Information gathered from in-person mentee meetings during the information session and intake interviews were considered.

Procedures for Matching

During the intake process, program staff gathered information on mentees’:

- Background
- Employment history
- Educational background
- Career objectives and goals
- Mentorship goals
- Availability

Observations from mentee training sessions and information from application forms and resumes were also used. At the same time, program staff considered potential mentor’s background, education, career experiences and goals, other mentor relationships, areas of expertise and assistance, availability, personality, mentee and program expectations and industry experience.

Once a mentee was accepted into the one-to-one mentorship cohort, program staff would review the mentor database and the mentor’s applications.



Because of the NextStep program's pool of prospective mentors, applicants were first screened out by industry or career field. Once this preliminary filter was applied to identify a prospective mentor for a specific mentee, staff would review the mentor application file with attention to details such as:

- Availability
- Job title
- Length of employment in the field
- Industry
- Association memberships
- Geographical location
- Any specified mentee preferences
- Identified areas of mentee support

Proposing and Introducing the Match

Once a potential mentor was identified, program staff contacted the mentor and provided them with the potential mentee's biography. Mentors were able to ask further questions about the mentee and staff shared reasons for proposing the match; highlighting similarities. If a mentor agreed to the match, staff would then reach out to the mentee and provide them with the potential mentor's biography.

Again, program staff reviewed reasons for making the match and elaborated in detail about the mentor's background. If the mentor and mentee agreed to the proposed match, then a confirmation of match email was sent to both parties. Including mutual contact information, the email included the start and end date and reminded both mentor and mentee of the six-month commitment. The email also emphasized the importance of setting up the first meeting within two weeks of this confirmation of match email.

Following the first in-person meeting, staff followed-up with both the mentor and the mentee to debrief and share first impressions. During this time, staff supported both mentor and mentee with guidance for any issues that were shared.

Over the course the match, staff regularly checked-in with mentors and mentees to hear about highlights, successes, and to work through any issues. In the rare event that a mentee or mentor was dissatisfied with their match, staff would attempt to facilitate a resolution to the issue. In some cases with unique circumstances, a re-match may be offered with a more suitable mentee or mentor if a match is requested to be closed.

During the three-year NextStep program, many of the matched mentors and mentees had a positive experience and planned to continue their relationship outside of the program after the completing the six-month commitment.

Chapter 8: Workshops and Events

Providing on-going training opportunities is a way to engage mentors and mentees throughout the program and help them gain new skills, knowledge and self-awareness.

Workshop Topics

Workshop topics should align with the organization's mission and mentoring program's goals. Workshop topics should address the needs of the mentees and consider all aspects of the target audience including age, experiences to date, identified learning needs and mentee objectives.

For example, an employment-based mentorship program designed for unemployed adult mentees looking to launch their careers may include workshops on these topics:

- Informational interviews
- Networking skills
- Interview skills
- Resume and cover letter skills
- Social media and the job search
- Professional presentation skills

Communicate workshop dates well in advance to ensure mentees and mentors have enough time to accommodate the events into their schedules.

Workshop Logistics

There are some factors to consider in the workshop planning phase:

Budget

- What is the overall budget allotted to hosting workshops?
- What are the overall costs involved in hosting the workshops?
- Consider staff time, facilitator costs, workshop marketing, room or facility rental, refreshments or food, print materials or photocopies, office supplies, multi-media supplies and evaluation methods

Location

- How many participants do you anticipate attending?
- Does the location have all of the required amenities such as a kitchen, storage, multimedia equipment?
- What is a central location to host the workshop?
- Is the location accessible to mentees and mentors?
- Do you have access to a free or low-cost space to host the workshop?

Facility Bookings

- What are the procedures and contracts for booking the facility?
- What are the available set-up options for the room?
- How far in advance does the facility require booking?
- What are the total costs?

Timing and Schedule

- How many workshops will the program offer?
- What dates and times work for the mentees and mentors?
- How long are the workshops? When are breaks scheduled?
- When are workshop invitations sent?
- By what date do attendees need to RSVP?

Marketing and Workshop Sign-Up

- What methods are used to market the workshops?
- Will participants receive an e-invitation? If so, how are they collected?
- How will participants RSVP to attend and by what date?

Facilitators

- How many facilitators are required for the workshops?
- Will facilitators be paid, receive an honorarium or volunteer their time?
- How will you recruit the facilitators?
- Does the facilitator have expertise and experience with the subject matter?
- Is the facilitator able to commit in advance of the workshop to facilitate the session?

Multimedia Use

- What forms of media are beneficial to your audience?
- What equipment do you require for the various forms of media you will use?

Format

- What is the format of the workshop?
- How will the room be set up coincide with the format?
- Will the workshop include interactive, experiential activities, problem-based, lecture-based and role-playing activities?

Learning Styles

- How will the workshop accommodate various learning styles of the participants including auditory, written, visual, kinesthetic and multi-sensory learning?

Handouts and Print Material

- What information will be provided to participants throughout the workshop?
- What is the cost of providing this information and the environmental impact?

Evaluation

- What evaluation methods are used to survey the participants?
- How will outcomes and the effectiveness of the workshop be measured?
- How will the evaluations be communicated to the workshop facilitators?
- How will the evaluations be used for future workshop planning?

The NextStep Experience – Workshops and Events

Each year, the program held the same workshops and networking events to maintain the scientific integrity of the research (see Appendix E for the Nextstep workshops and mingles agenda). For three years, four workshops were offered:

1. Informational interviews
2. Networking skills
3. Leadership skills
4. Building self-esteem and confidence

At the beginning and end of these four workshops, which were two hours in length, 30-minute networking mingles were held. Mentors and mentees were invited to these free workshops typically hosted in the evening at the YWCA Program Centre during a weekday. The workshop facilitators were all mentors in the program with expertise in the workshop topic. The workshop facilitators were booked well in advance of the workshop with one workshop per month over a four-month period. Also, NextStep staff hosted four separate networking mingles for mentees and mentors at the YWCA Program Centre on a weekday evening once a month. Food and refreshments were provided at both the workshops and the networking mingles.

Dates for workshops and networking mingles were provided in advance to all program mentees and mentors. For each workshop and networking mingle, an invitation was emailed three weeks in advance of the event with a reminder sent one week prior. RSVPs were collected for the events to plan for catering, room set-up, and the preparation of workshop materials and handouts. Following each workshop and event, evaluation surveys were sent to all attendees.

In addition to the workshops and networking mingles, mentees were invited to a full day “Interview Skills Bootcamp” offered by Deloitte. This Impact Day event included interview skills and the opportunity to have individual and panel mock interviews with senior level Deloitte staff. Following the mock interviews, mentees were given feedback on their interview skills.

Every year, a Volunteer Appreciation and Wrap-Up event was held. This event’s program included a networking mingle, YWCA staff speeches, mentor and mentee testimonial speeches, and mentor appreciation and volunteer service awards. The catered event was held in June at the YWCA Program Centre.

Based on our experiences from hosting workshops and events, we recommend these best practices:

Scheduling Events

Hold events on a variety of weekday nights throughout the month to optimize participant availability.

Workshop Topics

Each group of mentees may have different learning needs and styles, so a program that allows for flexibility in the workshop topics will better meet the needs of the mentees.

Gathering Feedback

Survey mentees to assess their availability, preferences for workshop dates/times and learning interests.

Chapter 9: Monitoring, Supporting, Recognition and Retention

Mentoring relationships require regular monitoring and support to foster the development of effective relationships and to ensure safety. Monitoring and supporting mentoring relationships uses considerable staff resources and should be a priority for mentoring programs. Mentoring programs that monitor and support their matches frequently and consistently have many benefits including:

- Higher satisfaction from mentees and mentors
- Better reported outcomes for mentees
- Longer lasting mentoring relationships
- More frequent meetings between mentees and mentors
- Opportunity for staff to provide feedback and tailored support for the mentoring relationship
- Anticipating match closure and adequate preparation for match closure
- Stronger relationships amongst the mentee and mentor
- Reinforcing the mentors' motivations for volunteering
- Ensuring safety and well-being on behalf of the mentee
- Modification of approaches on behalf of the mentor to assist the mentee in meeting their identified goals
- Mentor retention and willingness to be involved again

Match Monitoring Schedule

Mentoring programs should establish a regular schedule for consistent and frequent contact between program staff, mentor and mentee. This schedule should be a detailed written plan that is shared with the mentor and mentee throughout the screening phase of the program.

The frequency and regularity of contact should be based on the mentorship program's goals and nature of the mentoring relationship. Consider these factors when determining the frequency of contact:

- Ages of the mentees
- Location of the match meetings
- Assessment of risk factors amongst the match

Should a match experience any challenges or issues, program staff should increase the frequency of contact meetings to monitor the situation and offer adequate support.



Match Monitoring Techniques

The match monitoring schedule should also outline how program staff will interact with and monitor the relationships between mentor and mentee. These contact options each have benefits and drawbacks to consider:

In-person

- Provides an opportunity to have an engaging, collaborative discussion about the mentoring relationship while assessing body language and cues that may indicate challenges or issues with the match
- Provides an opportunity to measure the impact and outcome measurements of the mentoring relationship
- Requires more staff resources and travel time
- Requires staff to record the details of the in-person conversation

Phone

- Provides an opportunity to have a conversation about the mentoring relationship and offer immediate feedback, support and advice for any issues shared
- Requires a quiet area for confidential phone conversations and staff members to actively listen and ask follow-up questions to elicit more information
- Requires staff to record the details of the phone conversation

Email

- Provides an opportunity for staff to email a set of questions to check-in on the match
- Requires the mentor and mentee to respond to the questions honestly and openly
- Requires staff to follow-up on issues or concerns indicated in the match
- Allows for efficient use of staff resources and does not require travel time
- Does not allow program staff to assess the match using effective monitoring techniques such as voice tone, body language, inferences, facial expressions, hesitation or intuition
- Requires staff to copy and paste the email check-in to a record of conversation

Web-Based Surveys

- Provides an opportunity for staff to develop a standard set of questions, collect data and analyze the results of the monitoring survey
- Best used for stable or long-term mentoring relationships
- Requires the mentor and mentee to complete the survey
- Requires staff to follow-up with mentors and mentees that have not completed the survey
- Allows for efficient use of staff resources
- Does not allow program staff to assess the match using effective monitoring techniques such as voice tone, body language, inferences, facial expressions, hesitation or intuition
- Requires staff to analyze the survey results and record of conversation

Mentee and Mentor Support

Support should consider the demographics and needs of the mentors and mentees. The support services offered should consider the scope of the program and whether the program is resourced to provide every type of support.

Over the course of the mentorship relationship, mentees and mentors experience both successes and challenges. When mentees receive regular, consistent and high-quality support for their match, they often report stronger relationships with their mentors and are more likely to continue their mentoring relationships and further develop personal life and professional career skills.

Some questions to ask the mentees and mentors about their experience may include:

- For Mentees:
 - How is the match going?
 - How often are you meeting with your mentor? For how long? At what location?
 - What activities have you and your mentor been doing/working on?
 - Have you recently accessed any additional support resources or services (e.g. employment services, health & wellness)?
- For Mentors:
 - How is the match going?
 - How often are you meeting with your mentee? For how long? At what location?
 - What progress do you see in the match?
 - Do you have any concerns about the match?

Support offered by program staff can take many forms, from help or advice with problem-solving an issue, to training and referrals to additional resources.

When supporting mentee and mentor, these issues and scenarios may arise:

- Repeat cancellations or rescheduling of meetings
- Phone calls, emails or other communications not returned
- Mentee does not show up for arranged meetings
- Mentee is not engaged in the meetings or seems disinterested in the match
- Mentee consistently does not follow through on agreed upon goals

If your mentees are minors (under the age of 19), be sure to schedule regular check-ins with parents/guardians to hear their perspective on the mentee's progress, and gain additional information that may be pertinent to the mentorship match.

Ongoing Mentee Support

Mentorship signals a time of transition. Many mentees experience significant changes during their match and may benefit from accessing other services and resources. As part of the monitoring schedule, program staff should let mentees know that referrals to external services and resources are available. At the beginning of the match relationship, mentees may decline additional resources; however, this may change over the course of their match.

Depending on the program, consider developing a library of mentee referral supports, which may include:

- Mental health resources
- Links to employment supports
- Resources for people living with disabilities
- Supports for new immigrants
- Youth services

(See Appendix H for mentee career development resources.)

Mentor and Mentee Case Notes

Establish a system of record keeping notes from mentee meetings and conversations. Whether notes are kept in paper files, online, or in software, all information collected should be kept confidential.

When creating records of conversations and meetings, take note of the dates and times of meetings, and the names of the individuals that attended. It is important that notes and records do not contain subjective observations, impressions, opinions and judgements.

Case notes may also contain other information, such as:

Mentees Case Notes

- Pre-screening information and fit with eligibility criteria
- Application form
- Intake interview records
- Training records
- Match introduction details
- Match monitoring schedule and match log entries and notes
- Records of conversation including documentation of match strengths, positive outcomes, issues, challenges and interventions
- Match closure details

Mentor Case Notes

- Application form
- Reference checks
- Criminal record check
- Training
- Match introduction details
- Match monitoring schedule and match log entries and notes
- Records of conversation including documentation of match strengths, positive outcomes, issues, challenges and interventions
- Match closure details

Mentor Recognition

Recognition efforts are necessary for mentor retention because effective and thoughtful recognition programs help to retain dedicated, skilled and experienced mentors.

Mentor recognition is an integral part of the mentoring program. An established process that regularly recognizes mentors ensures that those in the program receive ongoing acknowledgement and appreciation. There are many benefits to recognizing and retaining mentors including:

- Experienced mentors require less training or support
- Reduces marketing and recruitment efforts and associated costs
- Enhances mentor-to-mentor support for less experienced or new mentors
- Longer-term relationships with mentees and long-term matches
- Enhances profile in the community as a positive mentoring program
- Increases word-of-mouth referrals for mentors, mentees and potential funders
- Solicits positive testimonials for use in marketing materials
- Enhances measurable program outcomes

Mentor recognition is an on-going effort, and it can be an informal gesture, such as a simple word of gratitude or recognition at a workshop or event. Consistently recognizing a mentor's contribution at every group event, whether small or large, can be associated with positive mentor retention rates.

There are several ways to recognize and celebrate mentors in the program. Mentor recognition initiatives will depend on budget, geographical location of mentors and mentees, access to facilities and the number of events, workshops or group activities that are hosted as a part of the mentoring program.

Some mentor recognition efforts include:

- Personally written thank you cards
- Emails containing positive feedback about the match and notes of appreciation
- Verbal thank you at all group events
- Mentee thank you letters or cards
- Token gifts of appreciation for mentors and volunteers
- Recognition in e-newsletters celebrating success stories or acknowledging long service awards
- Hosting an annual mentor recognition event

Mentor recognition events are a great way to highlight the positive contributions of mentors, share successful match stories, convey appreciation to volunteers, provide program insight for funders, offer networking opportunities for all event participants, and recognize the contributions of long-term volunteers with annual service awards. A volunteer appreciation event may be catered formal events or an informal gathering, depending on the program budget and availability of staff, facility and resources.

The NextStep Experience – Monitoring, Supporting, Recognition & Retention

Mentee Monitoring Schedule

Program staff developed tracking systems to monitor the progress of our one-to-one mentee and group and peer mentee cohorts.

Monthly Updates (One-to-One and Group and Peer Mentees)

We required all NextStep mentees to provide online monthly updates to stay in the program. During the mentee training session, we explained that monthly updates were required to be submitted to staff at the beginning of each month. Such updates were only required after mentees completed training.

As we did not see mentees on a day-to-day basis, monthly updates were an important component to the program that enabled our program staff to stay connected and informed about their employment status, progress with their mentor (if matched), as well as other job search and career development activities. These monthly updates provided us with an avenue to maintain regular communication, congratulate mentees about recent successes, respond to issues that required feedback, and make suggestions about additional resources (see Appendix K for the NextStep monthly mentee update survey).

Match Monitoring Schedule (One-to-One Mentees Only)

NextStep mentees and mentors were matched for a six-month mentorship relationship. The following outlines our match monitoring schedule:

Two-week check-in:

Two weeks after the scheduled match start date, staff checked-in with both mentee and mentor to get their impressions of the match and their initial meeting. First, we emailed the mentee and then followed-up with the mentor. If we did not hear back after a few days, we would follow-up again with a phone call.

Three-month check-in:

At the three-month mark, we contacted the mentee and mentor to find out about the progress of the match.

Match closure reminder:

Two weeks before the match was set to close, emails were sent to the mentee and the mentor to remind them of their scheduled match end date.

Match closure:

On the scheduled match end date, we emailed both the mentee and the mentor to advise that their program match had officially ended. We encouraged them to keep in touch, and requested that they complete mentorship match evaluation surveys.

During the course of the six-month match, we encouraged mentees and mentors to connect with program staff to share their employment and career development successes, as well as reach out to us if they had questions about the program, or required additional supports or referrals.

Mentee Support Resources

NextStep mentees came from diverse backgrounds and possessed unique interests and needs. To support them, we developed numerous resource lists that included general employment resources, such as links to WorkBC Employment Service Centres, other YWCA programs such as the Focus at Work Employment Program for women, as well as links to local networking organizations, labour market information, volunteer opportunities, mental health supports, services for new immigrants and resources on conducting information interviews.

We also connected our mentees with appointments to Dress for Success Vancouver and Working Gear so they could access work-appropriate attire free-of-charge.

Additionally, we developed industry-specific resource lists that included networks, opportunities and supports for professionals from a range of sectors including engineering, communications and marketing, environmental sustainability and planning, information technology, the non-profit sector and more. When mentees expressed that they were feeling stuck in their job search, we provided them with these additional supports.

(See Appendix H for a sample of career development resources.)

Mentor Support Resources

The match monitoring schedule was established to provide support and guidance to mentors throughout their six-month match with a mentee. Program staff provided additional support for mentors that had concerns about their mentees, and when they needed assistance with problem-solving issues with their match. Once staff were made aware of issues related to the match or mentee, staff would follow-up with the mentee and mentor to offer support resources or services.

Staff encouraged mentors to reach out at any point during their match for further support, guidance or referrals.



Mentor Recognition

Mentor recognition was ongoing throughout the program. Beginning with an expression of appreciation at the mentor training, mentors were thanked with email messages, written cards, in-person, and at the annual wrap-up and mentor appreciation event.

The combination of match monitoring, support and on-going recognition all contributed to our excellent mentor retention rates and positive mentor experiences, which helped to form the program's positive reputation in the community.

Chapter 10: Match Closure

Match Closure

Match closure procedures ensure an effective end to each mentorship relationship regardless of when it ends. Match closure procedures should be documented in detail, and mentors and mentees should be apprised of these procedures at the start of the program and throughout the match. Match closure procedures should plan for various scenarios leading to anticipated and unanticipated match closures, re-matches, and closures that occur when one member of the match is unable or unwilling to follow through with the match closure process.

Match closure is a natural stage in mentoring relationships, and with adequate support and preparation from program staff, all parties involved should have a positive experience. Moreover, match closure procedures should address the experiences of the mentor and mentee and include an opportunity for sharing constructive feedback.

Mentee Match Closure Practices

Mentorship programs should have processes in place to close out matches systematically. The process should consider the fact that meaningful bonds are formed between mentee and mentor, and that both come to rely on each other for support. It is also important to ensure that both parties are emotionally and adequately prepared for the match to end.

Program staff should plan ahead when scheduling the match's end date. When setting up the relationship, look to the future to determine the close of match date. It should be communicated to mentors and mentees well in advance of the match end, and during the period leading up to the end date.

Some programs that require a long-term commitment will not be able to set a specific match end date. Other programs will have well-defined timelines with clear end dates, and the formal match closure may be viewed as a graduation or evolution to another stage in the mentee's life.

When preparing for a mentorship match closure, consider the following:

- Remind matched mentees and mentors several weeks in advance of their scheduled match end date that their match will be closing soon
- Send match closure messages to mentees and mentors, and encourage them to stay in touch if they wish to continue their relationship after their program commitment has ended
- Encourage mentees and mentors to talk about what they learned from the match, celebrate and recognize each other's efforts
- Encourage mentees to reach out to program staff if they require additional support during this time of transition
- Offer expressions of thanks, such as a thank you card to mentors for sharing the gift of their time and insights with the program
- Congratulate and honour mentees for their successes and accomplishments achieved during the match
- Consider holding a program wrap-up event to create opportunities for an official closure ceremony, the opportunity for gift giving, and sharing of impact stories

When the Match Ends Early

Programs should have procedures in place to manage match closures that occur prematurely due to unforeseeable circumstances, such as a family emergency, health problem, or a move. To minimize and acknowledge potential disappointment in matches that end early, the closure process should try to emphasize and celebrate the match's successes and accomplishments.

If a match ends early because either a mentee or mentor does not wish to continue with the relationship, we recommend that the participants meet for a final wrap-up session to establish closure. It's helpful to encourage both parties to focus on the productive aspects of the relationship, and new information gained, while simultaneously acknowledging that sometimes relationships can be challenging. Taking risks and trying new things is how we learn and grow.

Mentor Match Closure Practices

Mentor match closure procedures should be defined in a way that is consistent with the mentee match closure procedures. Mentor match closure practices may have a variety of formats including:

- Large group match closure event or activity
- One-to-one match closure meeting or activity
- Formal exit interview or in-person survey completion

Mentor match closure procedures should include:

- Appropriate notice to the match of the pre-determined match closure date
- Advance reminders of the match closure date to adequately prepare the mentee and mentor for the closure
- Determination of the nature of the match closure. Options include:
 - Termination of the match
 - Continuation of the relationship outside of the program
 - Re-match the mentor with another mentor in another program year
 - Match ends for the current program year and then resumes for the next program year
- Recognition of each participant's efforts
- Opportunity to express feelings about the partnership
- Discussion of reasons for the match closure, if relevant
- Review of mentoring program guidelines for post-closure contact with mentee
- Opportunity to share what was learned and gained from the experience
- Mentee and program staff express appreciation to mentors
- Completion of a match closure in-person interview or survey
- Communication of a plan or guidelines for last match meeting or last match activity
- Discussion of re-matching procedures, if possible or appropriate
- Documentation of the match closure in the case notes or record of conversation

Mentoring programs should also have procedures regarding unanticipated match closures. Various reasons may lead to early match closures, such as:

- Mentor or mentee relocation
- Change in career for mentors
- Health and wellness
- Family responsibilities
- Change in life circumstances
- Change in priorities

Unanticipated match closures should be handled with sensitivity and respect to the:

- Age of the mentee
- Timing of the closure
- Match relationship dynamics
- Former match relationship challenges and successes
- Feelings of the mentee and mentor
- Impact on the mentee and mentor
- Nature of the closure
- Reason for the match closure



With unanticipated match closures, it is important to provide some form of closure that is positive and affirming. After an unanticipated closure, a mentor or mentee may request a re-match. Mentoring programs that are able to make this accommodation should consider the risks and benefits of re-matches and the circumstances that led to the re-match scenario.

(See Appendix K for NextStep program completion forms.)

Post-Program Matches

Sometimes the success of matches and the positive relationships formed inspire mentee and mentor to continue the match after the scheduled end date. If a program is capable of extending the length of the match within the program's structure, staff should have a conversation with both parties. This is an opportunity to assess the accomplishments of the relationship, discuss challenges that may still exist and develop solutions to move forward.

When mentees and mentors express interest in continuing to meet after their mentorship match ends, mentorship programs should ensure that they have clear structures in place for risk management. It is important that mentorship programs develop and communicate policies that outline the terms of the program match closure, as well as policies for contact between mentors and mentees after their official match has ended. Mentorship programs need to ensure that they have clearly documented policies that release the organization's legal obligation to the mentor and mentee for relationships that continue outside of the program.

Program Closure and Celebration

At its core, being open to vulnerability is the essence of mentorship. Growth comes from having the courage to take on new experiences and risks. Closure activities should honour the mentee's transformation and successes, both big and small.

Depending on the organization, closure activities may include a final recognition and appreciation event, exit interviews, or a final match meeting with or without staff. Closure activities provide an opportunity for mentees, mentors and staff to focus on mentee accomplishments and acknowledge the growth that occurred as a result of the mentorship arrangement.

As well as honouring the work of mentors and mentees, holding recognition and appreciation events is a way of acknowledging program funders, partners and staff. Holding closure events is an opportunity for those involved to share testimonials on the impact of the program and to recognize the contributions of long-term volunteers.

The NextStep Experience: Match Closure

NextStep Mentee Match Closure Practices

The NextStep program had procedures in place to close out each mentorship match efficiently. Program staff regularly communicated with our mentees and mentors, and we were able to stay on top of the agreed six-month commitment and end date. Every time a match was made, we made notes of the official match close date which was always six months from the start date. Two weeks before the match close date, we emailed participants a reminder of the match close date and sent a message encouraging matches to keep in touch and to celebrate their accomplishments. Staff mailed personalized thank you cards to mentors to thank them for sharing their time and expertise with our clients.

Because the NextStep program was a three-year research project with a firm start and end date, the project's timeline was clear. We did not have the capacity to continue to serve matches within the program after a six-month match. However, if matched participants wanted to continue the mentorship relationship, we encouraged them to do so outside of the program.

Match Closure and Celebration

At the end of each program year, we held an appreciation and wrap-up event to celebrate our mentees' successes. We used it as an occasion to thank our mentors for sharing their time and expertise with our mentees. We encouraged participants to exchange contact information and cultivate their own support networks following the end of the program.

The wrap-up event provided participants with an opportunity to receive closure and honour their own mentorship journeys with mentees and mentors that shared in the program experience.

The NextStep program wrap-up event included:

- Staff speeches highlighting program accomplishments
- Staff from the BC Centre for Employment Excellence speech on the impact of the program's research component
- Thank you acknowledgement to our funders for their generous support
- Thank you to our volunteer mentors for sharing their time and expertise with our mentees
- Thank you to our volunteer workshop facilitators
- Celebration of our mentees' personal and professional growth and accomplishments
- Mentee-mentor match speech on their program experience and impact
- Group and peer mentee speech on their program experience and impact
- Group and peer mentor speech on their program experience and impact
- Catered buffet
- Gift card prize draw

Section 3:

Researchers' Key Findings

Chapter 11: Program Evaluation

The Benefits of Evaluation

A well-developed evaluation plan is critical to understanding the impact of the mentorship program and determining if program goals are achieved. Evaluation tools will enable program staff to:

- Monitor the performance of a mentorship program to ensure that quality services are being provided
- Identify what is working well and where improvements may be needed
- Demonstrate the program's value to prospective mentees, mentors and the broader community
- Provide compelling information to funders about the program's impact
- Inform future planning and decision-making

Stakeholder Feedback

All stakeholders involved in the mentorship program can provide valuable feedback by completing a program evaluation. Reach out to mentees, mentors, community stakeholders and other partner agencies to learn their perspectives on what works well, what doesn't, and what aspects of the mentorship program are most impactful. When soliciting feedback, find out:

- What did mentees and mentors find particularly valuable about the program?
- What would they change?
- Were community partners satisfied with how the program was marketed? Can anything be improved?

Conducting Evaluations

In developing a mentorship program evaluation plan, consider how to best assess the overall impact of the program and how to determine if program objectives have been achieved. Determine what critical questions need to be asked, how will information be collected (from primary versus secondary sources), and what is the ideal evaluation tool for the program.

There are numerous ways to conduct evaluations, including:

- **Online surveys:** Available through applications like SurveyMonkey or FluidSurveys. Consider how to disseminate the survey to garner responses, e.g. email, program web page, or in-person at events.
- **Hard-copy evaluations:** Consider the most effective way to disseminate and collect evaluations.
- **In-person interviews or focus-groups:** Consider the best way to capture information from the interviews. Will notes be written on paper or electronically? Should meeting conversations be transcribed?

Additionally, testimonials and impact statements solicited from mentees, mentors and other stakeholders may be requested as a part of the evaluation process. Such testimonials are also valuable endorsements, which highlight the program's benefits to prospective mentees, mentors, funders and stakeholders.

Capacity Considerations

When developing an evaluation plan, mentorship programs will need to consider staff's analytical capacity to review and collate the evaluation data. For example, if you were to gain mentee feedback in hard-copy evaluation forms, consider if staff have the time and training necessary to collate the data. Furthermore, consider what works best for the audience and the workplace environment. For example, creating an online survey to get feedback may be effective for audiences in certain demographics but may not be appropriate for audiences that are not as technologically savvy.

Securing Evaluation Responses

Mentorship programs should aim to generate a high response rate for evaluations. If a large number of participants are assembled in one location, see it as an opportunity for evaluation. If your program holds a final wrap-up celebration, consider distributing iPads to mentees and mentors, and request that they complete online evaluations near the end of the event.

Alternatively, you may find that online evaluations disseminated via email work well for mentees and mentors. To ensure timely responses, include a deadline to respond. In this scenario, scheduled follow-up messages and phone calls may be necessary if participants are late in providing their responses. Follow-up can be time-consuming, so be sure to plan for enough time to complete this task.

To optimize securing evaluation responses, we suggest developing a system to track response rates. As with any process, when developing an evaluation program for the first time, take the time to review and modify the program as you gain new insights as to what strategies work best.

Storing Evaluation Data

Mentorship programs have a duty to protect the personal information of their applicants and clients. It is prudent that evaluation records are stored on a secure server, online file management system, or locked file cabinet.

Evaluation Approaches

There is a wide range of approaches for evaluation. Mentorship programs may focus their efforts on quantitative data or qualitative data. Evaluations can be done with online surveys, hard-copy evaluations, one-on-one interviews or focus groups. This section provides a brief outline of one approach, the Outcome Measures Model.

Outcome Measures Model

The Outcome Measures Model focuses on assessing a program's overall impact, and if it has achieved its stated goals. There are five elements in this model: inputs, activities, outputs, outcomes and indicators (see Appendix G to see a detailed description of the Outcome Measures Model).

Benchmarks are key indicators of outcome measures. Benchmarks serve as a baseline measurement to which program achievements, outcomes and results are compared. Baseline benchmarks may also be set to levels corresponding to data from similar programs that have achieved exceptional outcomes and results.

For example, last year, 60% of your participants had an 80% increase in securing employment in their field of study since taking on a career mentor. This year, if the program achieves or exceeds this benchmark, staff have a reference point to compare how well the program is achieving its goals. When conducting an outcome measures-based evaluation, program staff need to:

- Determine and secure resources
- Develop evaluation objectives
- Determine appropriate evaluation methods and develop evaluation tools
- Establish a timeline

Evaluation Timeline

As part of an evaluation plan, mentorship programs should develop an evaluation timeline and determine the evaluation tools to be used.

When developing a timeline, consider:

- Pre-program evaluation
- Mid-point program evaluation
- Post-event evaluations (if your program holds events)
- Post-program evaluation

Mentees will likely experience significant transformation over the course of the mentorship program. Mentors can also change and grow from the experience. It is difficult to pinpoint the impact of the mentorship relationship from other aspects of an individual's life, such as employment, family, education, other programs or events. As such, we recommended that mentorship programs conduct baseline surveys of mentees before they begin the program, and then follow-up during the post-program period to conduct an evaluation. Mid-program evaluations are also recommended. Having rigorous evaluation processes will enable programs to better understand the changes that mentees experience over the course of the program.

The NextStep Experience – Program Evaluation

We asked NextStep mentees and mentors to complete evaluations during the program. The following outlines the types of evaluation methods and tools used to assess the experiences and impact of the program on mentees and mentors.

Online Evaluations

Throughout the program, NextStep participants completed several evaluations. Online surveys were sent by email via FluidSurvey and SurveyMonkey online survey platforms.

1. Baseline evaluation

To participate in the NextStep program, all mentees were required to complete a baseline survey in advance of the program. This survey was developed by our researchers and program staff. The survey asked questions assessing mentees' knowledge, confidence, job search strategies and barriers to employment.

2. Mentee training evaluation

After completing training for the one-to-one mentorship cohort, mentees were emailed a link to a post-training survey. Developed by program staff, the survey had questions assessing the extent to which the training helped the mentees gain skills to help with their mentorship match, job search, as well as their overall experience in the training. (See Appendix J to view the NextStep mentee post-training evaluation).

3. Event evaluations

After each professional development workshop or networking event, we emailed a link to an event evaluation survey to the mentees and mentors that attended. The survey asked questions designed to assess the degree to which they gained relevant skills and techniques they could use in their job search. We asked what they found helpful and unhelpful, as well as their overall impressions of the facilitator and the workshop. (See Appendix K to view the NextStep event evaluations).

4. Mentee match evaluation

We sent match evaluations to all mentees matched in a one-to-one mentorship relationship after their matches had formally ended. This evaluation focused specifically on the experiences of the match between mentee and mentor. The survey asked questions to assess their perceptions on the overall success of the match, including their learnings about how to conduct an effective job search, effective networking techniques, long-term career management skills, and key learnings from their mentors. (See Appendix K to view the NextStep post-match evaluations).

5. Mentor match evaluation

We sent match evaluations to all mentors matched in a one-to-one mentorship relationship once their match had formally ended. Evaluations were meant to gather feedback from the mentor about their experiences with the mentee. The survey assessed the mentor's perception on the success of the mentorship, the changes they observed in the mentee's personal growth, and the development of their job search and networking skills. (See Appendix K to view the NextStep post-match evaluations).

6. Program completion evaluation

As part of their program commitments, all mentees (both one-to-one cohort and group and peer cohort) were required to complete a post-program completion survey when the program officially ended. At the end of the program year after the NextStep Wrap-Up & Volunteer Appreciation event, mentees were emailed a program evaluation. Developed by program staff, the survey asked questions regarding their overall program experience, as well as their experiences in the workshops, networking mingles, knowledge and skills gained from mentors, and what they considered to be their key learnings from the program.

7. Post-program follow-up evaluation

NextStep mentees from Year One and Year Two were asked to complete a post-program evaluation six months after completing the program. These evaluations were developed by our researchers and program staff. The survey asked questions designed to assess any reported changes by mentees related to areas such as knowledge, confidence, job search strategies and barriers to employment.

We monitored who completed these evaluations and sent reminders to those that had not yet completed them. Our goal was to assess if we were achieving our program objectives and determine if we needed to make any adjustments for the future.

Mentee Focus Groups

During Year One and Year Two of the program, our researcher conducted mentee focus groups to gain a deeper understanding of mentees' needs, supports and services accessed, perceived gaps that still existed, outcomes, and experience with the program. Focus group meetings were held with the intervention group in years one and two, and the comparison group in Year Two only.

Additionally, a one-hour focus group was conducted with participants that met NextStep eligibility criteria but were not participating in the program. We held this focus group to gain a better understanding of what individuals in our program demographic would do on their own in the absence of NextStep. This focus group was held in Year One only.

Mentor Interviews

Our researchers conducted 20-minute interviews with seven mentors (during Year One only). The goal was to gain a deeper understanding of the attributes and practices of strong mentors.

Staff Interviews

Our researchers also conducted annual interviews with program staff to gain a clear understanding of NextStep, its relevancy for participants, and challenges and solutions to program implementation.

Observations

Additionally, our researchers attended select NextStep information sessions, workshops and networking mingles to gain an understanding of the program activities and interactions between mentees, mentors and program staff.

Testimonials

During the course of the program, we asked mentees and mentors to provide us with testimonials highlighting their experiences in the program.

Chapter 12: Outcomes and Key Findings

This chapter summarizes outcomes and recommendations from “NextStep: The YWCA Multi-Dimensional Mentoring Pilot Project – Final Report”, which was authored by researchers from the BC Centre for Employment Excellence (BCCfEE).

Overview of NextStep Outcomes

The evaluation reports from the NextStep Mentorship Program reveal that the majority of participants were satisfied with the program’s content and the outcomes they experienced from being in the program. Most participants in the intervention group appreciated the opportunity to focus more strategically on their careers and gain insight from knowledgeable and experienced mentors.

As a multi-dimensional mentoring program featuring one-to-one, group and peer mentorship, NextStep helped mentees gain:

- Perspectives on the type of career, work and job they are looking for
- Direction and clarity on how to conduct an effective job search
- Job search skills such as interviewing, presentation and self-marketing skills
- Resume preparation skills to get interviews, and interview skills to impress employers
- Networking skills such as confidence, information interviewing and meeting more industry contacts
- Knowledge of local job opportunities, industry research skills and follow-up techniques
- Knowledge of and access to professional associations
- Improved self-efficacy that resulted in more participants using social networks to get job leads
- Industry knowledge, encouragement and emotional support from successful mentoring relationships
- More full-time employment

Overview of NextStep Best Practices

From the research conducted on the NextStep Mentorship Program, the BC Centre for Employment Excellence identified the following best practices.

Recruiting Mentees

Employ multiple recruitment strategies and focus resources on activities that yield the most qualified candidates.

- Align recruitment tactics to the demographics of the targeted population.
- Use an online tool to pre-screen candidates for eligibility to increase program efficiency.
- Conduct in-person application interviews, which are critical to the screening process.
- Screen mentees and fully inform them of the scope of the program so that they can determine if the intended outcomes align with their needs and expectations.

Recruiting Mentors

- Recruit mentors with demonstrated career success and extensive industry knowledge.
- Encourage program staff to actively engage mentors by offering support, monitoring their matches and recognizing their efforts so they will be retained in the program.
- Leverage existing internal and external networks to develop a mentor base.

Training Mentees and Mentors

- Provide training to mentees to help them make the most of the program.
- Ensure specific training and support is provided at the beginning of the program to both mentees and mentors—how to be an effective mentee and how to be an effective mentor.

Matching Mentees with Mentors

- Match mentees and mentors based on suitability and shared industry interests and experiences.
- Ensure mentees and mentors commit to the length of the match and that they meet regularly.
- Nurture trust and facilitate relationship development for mentors and mentees, especially in the early stages. Monitor the relationship as it develops and offer support along the way.
- Ensure that mentees and mentors are engaged and motivated to see the relationship succeed.

Monitoring Matches and Providing Post-Match Support

- Ensure resources are available to monitor and support mentees and mentors after the match.
- Keep both mentees and mentors accountable, connected and supported.
- Develop a protocol or schedule for check-ins for mentees and mentors to discuss how their relationships are going and to address any early issues or reassignments.
- Check-in with mentors and mentees at appropriate times with consideration of the target group's preferences. For example, vulnerable groups may need more monitoring and support.
- Help mentors and mentees reach closure.

Program Events and Activities

- Develop fun activities to bring mentors and mentees together that align with program objectives.
- Ensure program events are engaging and relevant for mentees.
- Create opportunities for mentees to connect with other mentees and mentors.
- Help mentees develop and share valuable professional networks with one another. Leverage workshops and mingles to help mentees develop these relationships.

Program Management

- Include a system for managing and collecting program information.
- Use program information to assess program progress and success.
- Use the survey and evaluation information to identify areas for improvements.

Findings from NextStep Research

Mentee Eligibility Criteria

The NextStep Mentorship Program used the same eligibility criteria for all three years of implementation.

Referral Sources

This table summarizes the referral sources for NextStep. The most common referral sources reported by the 183 participants were WorkBC Centres (36%), other (22%), word of mouth (17%), and other YWCA programs (16%).

Referral Sources	Year One	Year Two	Year Three	Overall
WorkBC Centres	42%	33%	32%	36%
Word of Mouth	20%	14%	17%	17%
Other YWCA Programs	15%	17%	17%	16%
Community Agencies	0%	10%	0%	3%
Facebook	2%	2%	6%	3%
Post-secondary Institutions	3%	0%	5%	3%
Other	17%	24%	24%	22%

Enrollment and Assignment to the Intervention and Comparison Groups

This table summarizes enrollment numbers and participation in NextStep over the three years. Applicants were screened out if they did not meet one or more of the eligibility criteria. In each year, at least two out of three applicants were screened out. Job searching for less than 12 months was the most common reason for applicants' ineligibility. Both applications and participants were highest in the third year.

	Year One	Year Two	Year Three	Total
Applications	156	173	190	522
Ineligible	97	115	124*	336
Eligible	59	58	66	183
1-to-1 mentorship (Intervention Group)	29	28	33	90
Group and Peer Mentorship (Comparison Group)	30	30	33	93

* 45 of the 124 applications were incomplete online applications

Profile of Participants by Intervention and Comparison Groups

The next three tables show the demographic profile of the 183 program participants according to characteristics reported in the baseline survey. The baseline surveys were completed by participants on a continuous intake basis each year:

- Year One: January to June 2015
- Year Two: October 2015 to March 2016
- Year Three: September 2016 to January 2017

Random assignment to either the intervention group or the comparison group was conducted after participants completed the baseline survey.

Participant Profile Highlights

Aside from the decline in the number of participants holding a post-graduate degree, diploma or certificate after Year One, participant demographics remained consistent over the three years.

Demographic		Cohort 1	Cohort 2	Cohort 3	Overall
Age	% aged 34 or younger	69.5%	79.3%	78.8%	76.0%
Location	% living in Vancouver	50.8%	50.0%	47.0%	49.2%
Immigration	% born outside of Canada	69.5%	65.5%	59.1%	64.5%
Language	% of whom English is not the first language	52.5%	55.2%	53.0%	53.6%
Education	% holding a post-graduate degree/diploma/certificate	50.8%	31.0%	30.3%	37.2%
	% holding a university undergraduate degree	45.7%	56.9%	56.0%	53.0%
Employment	% that worked for less than 12 months with their previous employer	72.8%	74.1%	72.7%	73.2%
Mentorship	% that had no prior experience with mentorship programs	86.4%	84.5%	86.4%	85.5%



Profile of Participants by Comparison and Intervention Groups

Characteristics at Baseline	Comparison Group	Intervention Group	Total	% of Sample
Approximate Age of Participants (years)				
Under 25	17	11	28	15.3%
25 to 34	47	64	111	60.7%
35 to 44	15	9	24	13.1%
45 to 54	10	4	14	7.7%
55 and Older	4	2	6	3.3%
Residence				
Vancouver	46	44	90	49.2%
Outside of Vancouver	47	46	93	50.8%
Gender				
Male	28	35	63	34.4%
Female	65	55	120	65.6%
Birth Country				
Canada	37	28	65	35.5%
Outside Canada	56	62	118	64.5%
English as First Language				
Yes	52	33	85	46.4%
No	41	57	98	53.6%
Highest Level of Education Completed				
University postgraduate degree, diploma or certificate	35	33	68	37.2%
University undergraduate degree	47	50	97	53.0%
University certificate or diploma below the bachelor level	4	4	8	4.4%
College certificate or diploma	7	3	10	5.5%
Employment				
Not working	51	53	104	56.8%
Self-employed	2	0	2	1.1%
Working part-time	34	32	66	36.1%
Working full-time	6	5	11	6.0%
Number of Months Worked for Previous Employer or Business				
Less than 6 months	62	50	112	61.2%
6 months to 11 months	11	11	22	12.0%
12 months to 17 months	7	9	16	8.7%
18 months to 23 months	3	5	8	4.4%
24 to 71 months	8	13	21	11.5%
72 months and over	2	2	4	2.2%
Previous Experience with Mentorship				
Yes	11	15	26	14.2%
No	82	75	157	85.8%

Recruitment Challenges

183 mentees enrolled in NextStep, which fell short of the target of 210 (70 per year). NextStep staff engaged in a range of tactics to meet the recruitment target. Program staff tried expanding referral sources and starting recruitment earlier; however, the strict eligibility criteria eliminated many applicants who wanted to participate in the program.

Mentors

The program had access to a YWCA database of 150 to 180 mentors. Eighty of the mentors were involved in previous YWCA programs for women such as the Connect to Success Mentorship Program. Many mentors participated in more than one year of NextStep. Because program staff were able to identify a large number of suitable mentors for NextStep, mentor recruitment concluded in November 2016.

Participation in One-to-One Mentorship

All mentees in the intervention group reported matches with mentors. 94% reported completing the intervention.

Mentee Experience

The following highlights mentees' experiences based on data collected from the mentee program evaluations (n = 128) and the two focus groups:

- Mentees identified the Networking Skills and Informational Interviews workshops as the most useful.
- Feedback on overall usefulness of workshops was mixed due to varying levels of employment program experience and job search competency. Some learned new information; others found it repetitive. Mentees cite the opportunity to touch base with other mentees and program mentors as positives.
- 58% of participants set up informational interviews or exchanged contacts with other mentees or mentors during networking mingles/workshops. This number decreased over the three years.
- The three job search activities that the most participants reported improvements were interviewing (51%), presentation/self-marketing (50%) and industry researching skills (48%). The activity that was reported as having the least improvement was cold calling (17%).
- The most commonly improved networking-related skills were networking skills (72%) and confidence (67%).

CONFIDENCE

Confidence in networking and conducting informational interviews was reported by the majority of participants as the most important skill learned from being in the program. This was cited in both the program evaluations as well as the focus groups. This was supported by mentors' observations that initiative-taking was the greatest change/improvement they noticed in mentees.

Learning from Mentors

The most commonly reported gains that one-to-one mentees learned from their mentors were:

- Increased knowledge of and/or access to professional networks/associations
- Increased confidence
- Improved networking skills
- Cover letter and resume support

Emotional Support

Participants identified emotional support (motivation, encouragement) as an important factor in a successful mentor-mentee relationship. Both mentee cohort groups indicated that emotional support was an important support in helping them find jobs in their industry and maintain employment.

Satisfaction

Program evaluations were sent to mentees and 89% of respondents were at least somewhat satisfied with the program. Furthermore, 90% of participants reported that they would refer a friend to the program. Also, 73% would consider being a mentor in the future.

This table summarizes mentees' satisfaction with the NextStep program.

Response	Percentage	Count
Very satisfied	30%	37
Satisfied	37%	45
Somewhat satisfied	22%	27
Not satisfied	9%	11
Very unsatisfied	2%	2

One-to-One Mentee Experience

This section reports the experience of individuals in the intervention group that received one-to-one mentorship. The information was drawn from 52 mentee match evaluations:

- 68% of relationships included at least four meetings.
- 81% of mentees planned to stay in contact beyond the six-month mark.
- 90% of mentees claimed that their mentorship match was a success.
- The top four improved job search activities were:
 1. Updated resume (66%)
 2. Knowledge of local job opportunities (64%)
 3. Employer expectations (58%)
 4. Interview skills (56%)
- The two most improved networking-related skills for one-to-one mentees were the same as the top two for all participants:
 1. Improved networking skills (71%)
 2. Increased confidence (69%)

Satisfaction

Based on the information from the mentee match evaluations, 92% of mentees in the intervention group were satisfied or very satisfied with their overall mentoring experience. 98% would recommend mentorship to a friend and 86% of mentees in this group could consider being a mentor in the future.

Impacts – Year One and Year Two

This section highlights the impact of the program based on information from the follow-up survey in Years One and Two. The project timeline did not allow for a follow-up survey to be administered in Year Three. In Years One and Two, the survey was administered approximately six months after the last formal project contact or event.

RESPONSE RATE

91% (106 of 117) of participants completed the six-month follow-up survey — 53 each in the intervention and comparison groups.

Methodology

Differencing or difference-in difference was the method used to measure and estimate the experimental impact of the NextStep program. This approach is suitable for experiments with small numbers or potential variations between groups since it increases the precision of the analysis. That is, differencing has the potential to remove the remaining observed and unobserved differences between the intervention and comparison groups that were not removed by random assignment. In its simplest form, under this methodology the employment rate collected for the intervention group at baseline is subtracted from the employment rate at the six-month follow-up. A similar subtraction (or difference) is computed for the comparison group. The average difference in the comparison group is then subtracted from the average difference in the intervention group to estimate the impact of NextStep on the employment rate.

The results need to be interpreted with caution as the sample size is small. Significant impacts are unlikely to be detected when the sample size is not large enough.

Education or Training

38 participants (36% of the sample; 23 in the intervention cohort and 15 in the comparison cohort) started education programs or courses since enrolling in NextStep.

- Examples of training include English language classes, technical courses, digital and web courses, and diplomas/certificates/degrees at postsecondary institutions.
- Seven of thirty-eight participants took a program or course as a result of something they learned from the NextStep program or their mentor.

Life Satisfaction

Both cohort groups reported an increase in life satisfaction over the project period; however, this was not a statistically significant result.

Job Search Self-Efficacy

There was an upward trend in job search self-efficacy for participants in the intervention group, albeit not statistically significant. However, when looking at the 11 items that composed this scale, there were three areas in which the program had a positive impact:

- Use social networks to obtain job leads.***
- Prepare resumes that will get you interviews.*
- Impress interviewers during employment interviews.**

Statistical significance levels are indicated as: * = 10%, ** = 5%, and *** = 1%.

Job Search Clarity

There is a small but statistically significant positive impact at the 10% level for the intervention group in clarity about the type of career, work and job that individuals were looking for.

The job search clarity scale is composed of eight items. When looking at the individual items, the intervention had positive impacts in the following two areas:

- I do not have very clear job search objectives.**
- It is not very clear to me where I should be looking for a job.**

Statistical significance levels are indicated as: * = 10%, ** = 5%, and *** = 1%.

Job Search Intention

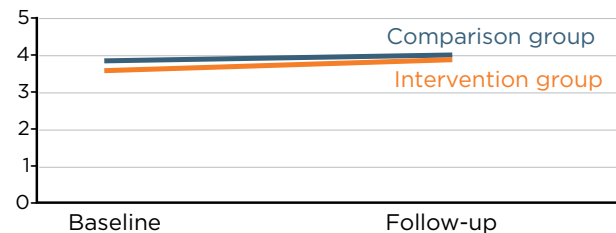
Both groups experienced a downward trend in job search intention. However, the decrease is smaller for the intervention group, although not statistically significant. This may be due in large part to the higher proportion of participants who are employed at follow-up compared to baseline.

The job search intention scale is composed of 11 items. When looking at the individual items, the intervention had positive impacts in the following three areas:

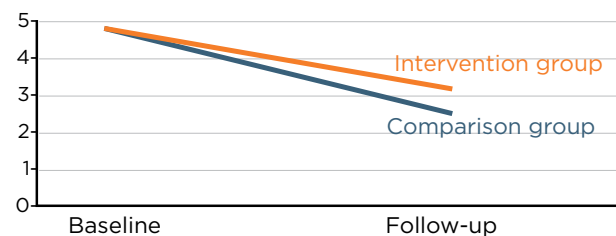
- Read the help wanted ads in newspaper, journal, job websites.***
- Make enquires or visit prospective employers directly to ask about job opportunities.***
- Go to job interview.**

Statistical significance levels are indicated as: * = 10%, ** = 5%, and *** = 1%.

Job search clarity composite score
on a 5-point scale
1= strongly disagree and
5=strongly agree



Job search intention composite score
on a 5-point scale
1= not at all (0 times) and
5=more than 6 times



Job Search Intensity

A downward but not statistically significant trend was observed for job search intensity, which determined the extent to which individuals engaged in selected job search activities over the previous four weeks. The following table summarizes the estimated job search and networking impacts in Year One and Year Two.

Scale	Overall Significance
Job search self-efficacy	No
Job search clarity	Yes*
Job search intention	No
Job search intensity	No
Networking comfort	No
Networking intensity	No
Employment status	No
Full-time employment	No
Life satisfaction	No

Employment Status

A goal of the intervention was to increase employment outcomes for participants. Employment gains for both cohort groups, intervention and comparison, showed a positive trend. In comparing the full-time employment outcomes for both groups, there appear to be no significant differences between the comparison and intervention groups.

Overall, for both groups combined, 87% are working full-time, working part-time or self-employed compared to 40% at baseline.

Characteristics	Comparison Group		Intervention Group	
	Pre	Post	Pre	Post
Employment	n=60	n=53	n=57	n=53
Not working	60%	9%	60%	17%
Self-employed	3%	9%	0%	6%
Working part-time	32%	21%	37%	17%
Working full-time	5%	60%	4%	60%

MOST SIGNIFICANT CHANGES

Participants were asked to identify the most significant change that has taken place in their career search since participating in the program. The three most significant changes identified by participants as a result of their participation in NextStep were:

- Better job search skills
- Increased confidence
- Increased number of contacts and better networking skills

Better Job Search Skills

Participants reported that they were using proactive approaches to identify and reach out to potential employers.

Increased Confidence, Contacts and Networking Skills

Participants mentioned being more confident in their skills, knowledge and abilities throughout the job search process. For many, the program highlighted the importance of networking in the job search process, which helped participants gain contacts in their field.

Most Significant Changes Mentioned in the Comparison Group

Participants in the comparison group reported that their improved confidence and growth in the number of professional contacts as the most significant changes they experienced from being in the program.

Program Satisfaction

The two groups differed in their appraisal of mentoring relationships and meeting expectations.

- 72% of participants in the intervention group indicated satisfaction with the program compared to only 39% in the comparison group.
- Those whose expectations were not met indicated that a lack of mentor support, not completing the program, and not being assigned to a one-to-one mentor as reasons for their dissatisfactory evaluation.
- 61% recommended the program to a friend and an overwhelming majority, 90% of mentee participants, would recommend it to a friend.

Mentor Experience

High quality and relevant mentors are key to successful mentorship programs. 68% of mentors that completed the mentors match evaluations rated their experience as satisfying or very satisfying. Of those that completed the evaluation, **98% stated that they would consider mentoring again** and 100% would recommend mentorship to a friend or colleague.

Mentors cited that sharing knowledge, helping mentees succeed, and the mentees’ high level of proactivity as the best parts of working with their mentees.

Response	Percentage	Count
Very satisfying	42%	18
Satisfying	26%	11
Somewhat satisfying	28%	12
Not satisfying	5%	2
Very unsatisfying	0%	0

Program Staff Experience

This section summarizes key observations from program staff:

- Program staff made a concerted effort to maintain consistency in the program model over the three years. There were occasions when mentors approached staff to present on new topics that were outside of NextStep's scope. These offers were turned down so to maintain consistency in program delivery. While topics presented in the workshops were the same every year, the order of the workshops and those presenting the content changed. The program team also experienced a staffing change during Year Two.
- In Year Two, staff recruited potential mentees more aggressively compared to Year One. Staff increased efforts to recruit at post-secondary institutions career offices, utilize their own professional networks, attend career hiring fairs, visit WorkBC Centres, and utilize more of LinkedIn.com. Despite the additional efforts, staff observed that recruitment was more difficult in Year Two and that few of the additional methods yielded more eligible participants to the program.
- Staff began recruitment earlier in Year Three and commented that the online survey tool implemented in Year Three made the screening process more efficient.

Recommendations for Improvement from Participants

As NextStep was a three-year research project, it operated with specific constraints to maintain the integrity of the research. Staff could not alter eligibility criteria over the course of the project, adjust the mentorship model or add additional workshops to the program. Mentorship programs without such constraints may consider the recommendations our participants provided to the researchers:

- Modify eligibility criteria so that more people can benefit from the program.
- Match more mentees to a mentor (i.e., 1:2 mentor to mentee ratio or small group model; or allow mentees from the comparison group to “shadow” matched mentees).
- Add workshops on self-employment and temporary/contract work.
- Ask facilitators to incorporate more personalized industry-specific check-in.
- Encourage more mentors to attend workshops.
- Circulate a master mentee contact list.
- Schedule an “alumni” gathering after three years.

Revisiting the Project Objectives

This section examines the project's three objectives and to what extent they were met.

- 1. To develop and implement a three-year research project that tests a multi-dimensional mentorship intervention which engages a target of 210 PINes.**

The YWCA successfully developed and implemented the NextStep program, a multi-dimensional intervention for Poorly Integrated New Entrants to the labour market. There was a total of 183 participants over three years, which falls short of the target of 210. After each subsequent year, NextStep took steps to address the recruitment shortfall. While applicant numbers increased as a result of measures taken by program staff, the number of eligible participants remained lower than projected over three years. Additional efforts did not result in any substantial gains.

2. **To evaluate the effectiveness of the intervention in increasing self-esteem, confidence, motivation, industry networks and labour market attachment.**

This report outlines the processes undertaken to evaluate the NextStep program. While evaluations did not identify any changes to participants' employment outcomes, it did reveal significant changes in the number of intermediary outcomes, such as job search clarity.

3. **To provide and share recommendations and best practices as well as the program and evaluation models – a “toolkit” – to support other BC employment services providers in implementing a similar program.**

The NextStep staff team developed a toolkit to support others in implementing a program similar to NextStep. The Mentorship Best Practices Toolkit includes: mentoring program recommendations, a summary of best practices, and detailed outlines of the program and evaluation models. The recommendations and best practices include those identified in the evaluation.

Revisiting the Research Questions

This section looks at the three key research questions regarding the evaluation approach:

1. **Do participants who complete a multi-dimensional mentorship intervention obtain and maintain employment more effectively than those who only complete the peer and group mentorship interventions?**

Employment outcomes were measured at approximately six months following the end of program activities. Outcomes were based on completed follow-up surveys completed in Year One and Year Two. At baseline, 5% of the 106 participants were employed full-time versus 60% at follow-up. However, there was no significant difference in full-time employment between those that received the multi-dimensional mentorship intervention and those that completed only peer and group mentorship.

2. **What are the characteristics of participants that successfully gain and maintain employment?**

The evaluation did not identify any key characteristics of participants that are more successful in gaining and maintaining a higher rate of employment.

3. **Is mentorship an effective strategy for producing positive employment outcomes for PINEs?**

The results did not suggest that the one-to-one mentorship intervention as designed and implemented in NextStep produced any significant difference in employment outcomes between the intervention and comparison groups.

Researcher Recommendations

The following are the researcher's program recommendations:

- A mentoring program is not an employment program. To be effective, mentoring programs should be used in conjunction with other employment programs and services.
- If there is enough demand from mentees or the target population, a sector-based approach may be effective (e.g., finance, IT).
- Create opportunities to ensure the networks established can continue after the completion of the program.
- Use social media (e.g., LinkedIn or Facebook) to support a “community of practice”.
- Smaller communities/organizations may find it harder to identify suitable mentors. They may need to leverage other programs or rely on other methods, such as Skype or telephone, for mentees and mentors to connect.
- Participants in NextStep indicated cold calling as the least improved skill. Consider another approach to building this competence if it is considered a valuable asset.
- Job search intensity or the extent to which individuals engage in job search activities tend to decrease over time and may need a “booster” to maintain the momentum.
- Consider adding a mental health component to the program to support mentees.

Concluding Remarks

The implementation of the NextStep program occurred as planned. Program staff maintained the integrity of the program despite potential opportunities to deviate.

The number of applications and participants increased in Year Three. Despite the diligent recruitment efforts initiated by program staff to recruit 210 participants, the program fell short of its goal.

The YWCA's wealth of experience in delivering mentorship programs made this organization well-positioned to implement a multi-dimensional mentorship research project. At the end of the NextStep program, both mentees and mentors reported higher levels of satisfaction with the program from the positive outcomes they experienced.

The YWCA Metro Vancouver's NextStep Mentorship Program will live on in the form of the YWCA Mentorship Best Practices Toolkit.

Testimonials

Mentee Quotes

“I’ve had at least one informational interview per week, attended several networking events (approximately one/week as well). I am reaching out to new contacts requesting informational interviews. Meeting and connecting with my mentor has been very inspiring and helpful so far.”

– NextStep mentee

“Sometimes when you go through a new situation, it can be overwhelming, or we can second guess our own actions as we are unsure of the proper social norms and scripts. Having a mentor helped encourage me when I was unsure of my next step. My mentor listened to my concerns and helped to gently guide me in the right direction. She boosted my confidence within myself and reminded me that I know the answers already and just need to trust in myself. I can do it when I believe in myself.”

– Joann, NextStep mentee

“Approximately six months ago, I remember feeling very hopeless, lost, and demotivated to continue looking for jobs within my field of study because I had been living in Canada for four years, and despite the fact I had a bachelor’s degree in psychology, I had no experience in the field. Getting hired for a job was very challenging. I decided to try one more time, and that is when I started the YWCA NextStep Mentorship Program. The workshops and networking events were very helpful. The one-on-one match with my mentor was excellent, and the staff was always encouraging and supportive. I am currently working as an intake counsellor. I couldn’t be any happier! I am finally on the right track to achieve my main career goal, which is becoming a clinical counsellor.

– Rosa, NextStep mentee

Mentor Quotes

“I always say that with a volunteering program like this one, I get just as much out of it than the mentees! The mentorship cycle never ends. Despite being proud of where I am in my career, I still make sure I have mentors in my career and life. Growth and development never end, and I am constantly learning from my mentee. Also, being reminded of the perspective of new individuals in the workplace has renewed a sense of empathy and understanding which helps me immensely in my job.”

– Tiffany, NextStep mentor

“It has been such an amazing experience to watch my mentee grow within the program. As she builds new experiences, we talk through different scenarios and options and I have noticed a change in her outlook and approach. Confidence has been one of the greatest and most exciting things to see develop over time.”

– Tiffany, NextStep mentor

Glossary

Group Mentorship

Not as personalized or tailored as one-to-one-mentorship approaches, group mentorship adds value by helping to expand mentees' professional and support networks through more shared connections.

Match

A formalized relationship between a mentor and a mentee, for a defined amount of time and with a specific purpose. Through this relationship, the mentee receives guidance from the mentor.

Mentee

An individual who is keen to participate and gather knowledge or insight from a more experienced individual, or mentor.

Mentor

A volunteer who has taken on the responsibility of sharing their life experience with a mentee.

Mentoring

Mentoring takes place between mentees and older or more experienced persons, or mentors who are acting in a non-professional helping capacity to provide relationship-based support that benefits one or more areas of the mentee's development.

Mentoring Program

An organization or agency, often a non-profit, whose mission involves connecting mentors and mentees, and monitoring and supporting the relationship over time.

Mentorship

A structured activity that brings together and facilitates the development of a relationship between an experienced person and a mentee. Through this partnership, the learner is provided with a high-level of hands-on access and participation.

One-to-One Mentorship

Offers customized support, where a mentor (a volunteer who has demonstrated career success in their professional field/industry) can offer industry-specific knowledge, career advice, and access to their network to support a mentee's job search. With valuable and proven information on industry practices, mentors provide mentees guidance on effective job search strategies, current industry-specific information, as well as access to industry networks and the hidden job market.

Group and Peer Mentorship

Mentorship with fellow mentees, who are also conducting a professional job search, helps to grow and expand professional networks, create comradery, and maintain job search motivation.

Volunteers

Individuals who commit their time without the expectation of remuneration or reward.

Appendices

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APPENDIX A:

YWCA Metro Vancouver Programs and Services

A Healthy Start for Children

Citygate Early Learning and Childcare

Crabtree Corner Early Learning and Childcare

Leslie Diamond Early Learning and Childcare

Emma's Early Learning and Childcare

Support for Families in Need

Single Mothers' Support Services

Seeds of Independence

Legal Educator

Thrift Shop

Find Balance Through Health + Fitness

Health + Fitness Centre

Safe, Affordable Housing

Cause We Care House

Semlin Gardens

Fraser Gardens

Crabtree Housing

Munroe House

Alder Gardens

Arbour House

Como Lake Gardens

Como Lake Mews

YWCA Hotel

Safe Haven in the Downtown Eastside

Crabtree Corner Community Resource Centre Healthy Choices for Youth

High School Mentorship Program

That's Just Me

Boys for Real™

Circle of Sisters Indigenous Mentorship Program

Welcome to My Life™

Being Me

Culture Shift

Women Who Inspire

Women of Distinction

Connecting People to Employment

North Shore Employment Centre

One Stop Career Shop Youth Satellite

Westside Work BC

Career Zone Youth Satellite

Vancouver South Employment Centre

Focus@WORK

Strive

Leads

Skills Max

Admin Essentials

APPENDIX B:

NextStep Mentorship Program Staff Manual

A NextStep Mentorship Program staff manual was created to provide specific procedures for the overall delivery and management of the NextStep Mentorship Program. In addition, the YWCA Metro Vancouver has a comprehensive Human Resources Policy and Procedures manual.

The NextStep staff manual contains the following chapters and information:

Chapter 1 Administration:

- Staff roles and responsibilities
- Performance Reviews
- Database Administration
- Office Equipment Instructions
- Facility and Room Bookings
- Timesheets
- Finance Department and Accounting Procedures
- Phone and Computer Use
- Passwords
- Community Partnership Procedures

Chapter 2 Marketing:

- Marketing / Recruitment Overview
- Marketing for Mentees
- Marketing for Mentors
- Recruitment of mentees (including pre-screening; information session; intake interview; training sessions)
- Recruitment of mentors (including phone interview and application; orientation session)

Chapter 3 Match Monitoring:

- Monthly updates and match monitoring for mentees
- Match monitoring for mentors

Chapter 4 Matches:

- Match making procedures and forms

Chapter 5: Workshops and Events

- Workshops
- Workshops – Split of Tasks for Staff
- Networking Mingles
- Networking Mingles – Split of Tasks for Staff
- Volunteer Appreciation and Wrap Up Event
- Deloitte Impact Day: Interview Skills Bootcamp

Chapter 6: Match Closures

- Match Closure Procedures
- Closing out of the Program Procedures
- Match and Program Evaluations
- NextStep Mentee Program Completion Evaluation
- NextStep Mentee Match Evaluation
- NextStep Mentor Match Evaluation

Chapter 7: Reports

- Reports Overview
- Monthly Ministry Reports
 - Financial Report/Monthly Payment Claim
 - Activity Report
- YWCA Board Reports
- YWCA Volunteer Hours Report
- YWCA Balanced Scorecard
- YWCA Volunteer Impact Administration

Chapter 8: Budget and Forecasting

- Budget Procedures
- Forecasts
- General Ledger

APPENDIX C:

Project Milestones

Timeline:	Demonstration Project:	Research and Evaluation:
Dec 31, 2014 to Sep 23, 2015	Hire and train project staff Develop marketing strategy Create and distribute marketing materials to recruit participants and mentors Prepare for implementation of the first demonstration program	Hire an independent consultant for research and evaluation to test the effectiveness of multi-dimensional mentorship for the targeted participant group Conduct an environmental scan, design the programs, determine research tools, and develop the draft evaluation plan
Jan 30, 2015	Commence the first demonstration program	Collect pre-test data and process-level evaluation data
Apr 30, 2015 to Jun 1, 2015	Match 35 participants with suitable mentors	Collect data and begin to design the template for measuring quality and effectiveness of the mentorship program
Aug 31, 2015	Deliver employability skills workshops and four group mentorship opportunities to program participants	
Sep 8, 2015 to Dec 4, 2015	Complete the first demonstration program Distribute marketing materials for and started promotion of the second demonstration program	Complete the template for measuring the quality and effectiveness of employment mentorship programs
Sep 8, 2015	Commence the second demonstration program	Begin to collect pre-test data and process-level evaluation data
Feb 28, 2016	Match 70 participants with suitable mentors	Collect participant data
Jun 30, 2016	Deliver employability skills workshops and four group mentorship opportunities to program participants	
Aug 31, 2016	Complete the second demonstration program Distribute marketing materials and start promoting the third demonstration program	
Oct 31, 2016	Commence the third demonstration program	Begin to collect pre-test data and process-level evaluation data
Jan 31, 2017	Match 70 participants with suitable mentors	Collect participant data
May 31, 2017	Complete delivering employability skills workshops and four group mentorship opportunities to program participants	
Jul 31, 2017	Complete the third demonstration program	
Oct 31, 2017	Compile a curriculum for a best practice, multi-dimensional mentorship intervention model based on research results and recommendations develop a dissemination plan for the project research results and recommendations	
Nov 7, 2017	Make public a free electronic copy of the project research report, curriculum and evaluation strategy available on the ywcavan.org website Disseminate the research results, curriculum and evaluation strategy to community stakeholders	

APPENDIX D:

Mentee Eligibility Criteria

NextStep mentees were adults¹ who met the following eligibility criteria:

- Unemployed/underemployed (working less than 20 hours per week) at time of program intake
- Living in Metro Vancouver and permitted to work in Canada (work permits accepted)
- **Completed** post-secondary education a **minimum** of 1 year from the date of intake, and up to a **maximum** of 5 years from the date of intake²
- Had conducted a professional job search without success for at least 12 months at the time of intake
- Seeking employment in professional or skilled careers
- Keen, motivated and open to learning from a mentor
- Able to make a six month commitment

¹ First time a YWCA Mentorship program has been offered to men.

² Graduates from Fall 2010 – February 2014 for the first year cohort, Fall 2011 – February 2015 for the second year cohort and Fall 2012 – January 2016 for the third year cohort.

APPENDIX E:

Workshops and Mingles Agenda

YWCA NextStep Mentorship Program Workshops and Networking Mingles 2016

Notes for Workshop and Networking Mingles:

- *Invites are sent out 3 weeks in advance
- *Registration is through online link from [Fluid Surveys](#)
- *Networking mingles are drop-in, if you don't register you can still come!
- *Please respect the deadline for registration for workshops
- *****Double check times as they vary*****

<u>Mentor Facilitator</u>	<u>Title of Event</u>	<u>Date and Time</u>	<u>Registration Open/Deadline:</u>
(Mentor Name)	Informational Interview Skills Workshop	Thursday, Feb. 18th, 2016 5:30-6:00 networking mingle 6:00-8:00 workshop	Registration opens: Thursday, Jan. 28 th Deadline: Monday, Feb. 15 th @ 4pm
	Networking Mingle	Wednesday, Feb. 24th, 2016 5:00-7:00pm (drop-in)	Registration opens: Wednesday, Feb. 3 rd Drop-in (registration optional – gives us an estimate of how many people to expect)
(Mentor Name)	Leadership Skills Workshop	Tuesday, March 22nd 5:30-6:00 networking mingle 6:00-8:00 workshop	Registration opens: Tuesday, March 1 st Deadline: Friday, March 18 th at 4pm
	Networking Mingle	Wednesday, Mar. 30th, 2016 5:00-7:00pm (drop-in)	Registration opens: Wednesday, March 9 th Drop-in (registration optional – gives us an estimate of how many people to expect)
(Mentor Name)	Networking Skills Workshop	Thursday, Apr. 14th, 2016 5:30-6:00 networking mingle 6:00-8:00 workshop	Registration opens: Thursday, March 24 th Deadline: Monday, Apr. 11 th @ 4pm

* Mentors' names have been hidden for privacy

APPENDIX F:

Sample Marketing Materials

Rack Cards

YWCA NEXTSTEP MENTORSHIP



YWCA NextStep is a FREE mentorship program that provides one-to-one, group, and peer mentorship for women and men.

ELIGIBILITY REQUIREMENTS

NextStep Mentorship participants are:

- Living in Metro Vancouver and permitted to work in Canada
- Unemployed or working less than 20 hours per week at the time of program admission
- Recent graduates, including new immigrants, who cannot find employment after education/training
- Have completed post-secondary education/training within the past 1-5 years
- Have been conducting a professional job search without success for at least 12 months at the time of intake
- Seeking employment in professional or skilled careers
- Keen, motivated and open to learning
- Able to make a six-month commitment

Interested in becoming a mentor?

NextStep mentors are professional women and men established in their careers who are able to share their experiences in career development with a mentee.

Contact us or visit our website for more information.

Are you ready to take the next step towards professional success?

PROGRAM HIGHLIGHTS AND BENEFITS

- Career focused and personal development workshops
- Industry-specific connections
- Networking opportunities
- Access to YWCA Metro Vancouver programs including support for single mothers, legal educator services, fitness employment services and more



Contact us now to get started.
tel 604 895 5859 | nextstep@ywcavan.org

**YWCA**
METRO VANCOUVER

YWCA NextStep Mentorship
535 Hornby Street
Vancouver, BC V6C 2E8

tel 604 895 5859 | fax 604 684 9171
nextstep@ywcavan.org | ywcavan.org/mentorship

YWCA Metro Vancouver is a registered charity providing a range of integrated services for women and their families, and those seeking to improve the quality of their lives. From early learning and care to housing, health and fitness, employment services and leadership, YWCA Metro Vancouver touches lives in our communities.



The Employment Program of British Columbia is funded by the Government of Canada and the Province of British Columbia.

YWCA NEXTSTEP MENTORSHIP PROGRAM



Graduated between 2011-2015? Still looking for a full-time job?

FREE program connecting post-secondary grads (Fall 2011 - Fall 2015)
with one-to-one, group and peer mentorship opportunities.

PROGRAM HIGHLIGHTS

- Workshops, mentorship and networking opportunities
- Connections with industry professionals
- Access to YWCA Metro Vancouver programs including support for single mothers, legal educator services, employment services and more



YWCA Metro Vancouver is a registered charity providing a range of integrated services for women and their families, and those seeking to improve the quality of their lives. From early learning and child care to housing, health and fitness, employment services and leadership, YWCA Metro Vancouver touches lives in our communities.

Canada



The Employment Program of British Columbia is funded by the Government of Canada and the Province of British Columbia.

**For more info
or to apply:
[ywcavan.org/
nextstep](http://ywcavan.org/nextstep)**

**Contact info:
nextstep@ywcavan.org
604 895 5859**

Sample Marketing Timeline

Sample Mentorship Program Marketing Timeline																									
Description	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				
	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	
Create eligibility criteria for online application																									
Create marketing distribution list																									
Create MailChimp e-blast templates & distribute bi-weekly																									
Create & distribute business cards																									
Create & distribute flyers, rack cards, brochures & posters																									
Website - create landing page and include link to online application																									
Facebook postings																									
Twitter postings																									
LinkedIn postings																									
Submit info to community newspaper listing																									
Article on organization's external newsletter (print)																									
Article in organization's internal e-newsletter																									
Google adwords (cost-per-click)																									
Facebook ad (cost-per-click)																									
LinkedIn ad (cost-per-click)																									
Submit info to BC211																									

Legend:
*shaded area to note activity length
*assign staff responsible for the activity

APPENDIX G:

Outcome Measures Model

ELEMENTS	DESCRIPTION
Inputs	Resources a program uses to achieve program objectives. Examples are staff, volunteers, equipment, facilities and funding.
Activities	What a program does with its inputs to fulfil the objective of the program. An example would be providing a recent post-secondary graduate with a mentor to help with career development.
Outputs	Products of the program's activities. The outputs are what produce the desired outcomes from the participants of the program. An example is the number of matched mentees and mentors.
Outcomes	The benefits for participants during or after their involvement in the program. There can be initial, intermediate and long-term outcomes. For example, a recent unemployed post-secondary graduate who receives a one-to-one match with a career mentor can lead to improved networking and job interview skills, greater local industry knowledge and quality employment.
Indicators	Indicators are measurable or observable characteristics or changes that represent the achievement of the outcomes. Using the above outcomes as examples, the indicators is the percentage increase in a mentee's self-rated networking skills and local industry knowledge, increased job interviews and securing employment.

APPENDIX H:

Reference Documents

- Mentee Backgrounder Document
- Mentor Backgrounder Document
- Mentee Career Development Resources
- Article: 10 Tips on How to be an Effective Mentor
- Information Interview Questions



NextStep Mentorship

NextStep Mentorship provides one-to-one, group and peer mentorship for adults seeking employment in professional or skilled occupations. Along with mentor introductions, mentees get an opportunity to learn new skills through career-related workshops, look beyond boundaries in their job search and establish a relationship with a mentor.

Benefits for Mentees

- Industry-specific connections through individual and group mentorship opportunities
- One-to-one mentorship lasting up to six months
- Career focused and personal development workshops
- Networking opportunities
- Information and connections to YWCA Metro Vancouver programs including support for single mothers, legal educator services and much more.

Eligibility Criteria

Adults who are:

- Unemployed/underemployed (working less than 20 hours per week) at time of intake
- Living in Metro Vancouver, and are permitted to work in Canada (we accept work permits)
- Have **completed** post-secondary education/training between **fall 2011-fall 2015***
- Have been conducting a professional job search without success for at least 12 months at the time of intake*
- Seeking employment in professional or skilled careers
- Keen, motivated and open to learning from a mentor
- Able to make a six month commitment

**Note: Applicants must have completed their education a minimum of 1 year (12 months) from date of intake, and up to a maximum of 5 years from date of intake. Applicants must have been conducting an active job search for a minimum of 12 months to be eligible.*

These job seekers may include:

- Recent graduates who are unable to launch their careers after graduation
- Professional immigrants who have acquired local industry upgrades or re-training but are unable to break into the local job market
- Individuals who have returned to school to acquire higher education or re-training, but are unable to transition to the new industries successfully after graduation

NextStep mentors are professionals established in their careers. Mentors share their experience in career development and help their mentee gain a better understanding of employer expectations, job requirements, and accessing the hidden job market.

How to Apply

Attendance at an information session is the first step. For more information please contact **Lindsay** by phone **604.895.5859**, email nextstep@ywcavan.org, or visit ywcavan.org/nextstep.



NextStep Mentorship

NextStep Mentorship provides one-to-one, group and peer mentorship for women and men seeking employment in professional or skilled occupations. Along with mentor introductions, mentees get an opportunity to learn new skills through career-related workshops, look beyond boundaries in their job search and establish a relationship with a mentor.

NextStep mentors are professional women and men established in their careers. They come from a wide range of career fields including entrepreneurship, business, health care, science, arts & design, and trades, among others. Mentors share their experience in career development and life-work balance and help their mentee gain a better understanding of employer expectations, job requirements, and accessing the hidden job market.

Rewards and Benefits of Being a Mentor

- An opportunity to make a difference in a mentees life sharing your career interest
- The chance to have a fun and rewarding experience
- Free workshops and events for mentors and mentees including a year-end recognition
- Training and support are provided through the mentorship match

Ways of Participating

- One-to-one career mentorship matches, lasting 6 months
- Act as a “Networking Host” providing mentees with the chance to practice their networking skills at program workshops and events
- Be a workshop facilitator and share your knowledge with a larger group of mentees and fellow mentors

Mentor Requirements

- Commit to building a one-to-one career-focused relationship with a mentee for six months (average time commitment 3–6 hours per month)
- Provide advice and share experience on career development and life-work balance
- Be a role model, source of inspiration and resource person
- Share career information to help your mentee gain a better understanding of employer expectations, job requirements, the hidden job market
- Provide feedback for mentees to improve the quality of resumes, cover letters and interview skills
- Support mentees to build their professional network, by connecting them with potential employers and provide additional networking opportunities.

How to Apply

All mentors are required to submit an application form, resume, two references and attend a 1.5-hour orientation session. For more information please contact Carolyn by phone **604.895.5857**, email cfernie@ywcavan.org, or visit our <https://ywcavan.org/help/become-mentor/be-nextstep-mentor>.

Career Development Resources – General

Employment Resources

- **WorkBC Employment Service Centres**

This site lists all employment service centres and employment programs throughout the Lower Mainland. The first step is connecting with a case manager who can help direct you to programs for which you are eligible. Simply put in your postal code and the location you should go to will pop up.

www.WorkBCCentres.ca

Networking & Mentorship Resources

- **BC Technology**

Networking and Social Events in various technology industries (Life Science, Computer Technology, etc).

<http://www.bctechnology.com/scripts/events.cfm>

- **Business in Vancouver**

In-depth information about business activities in Vancouver, including a range of networking events.

<https://www.biv.com>

- **Green Drinks Vancouver**

A casual, monthly gathering for anyone interested in sustainability issues.

www.greendrinks.org/BC/Vancouver

- **Meet-Ups**

<http://www.meetup.com>

- **Mentorship BC**

On online directory of the professional mentorship programs in BC. Goal to educate small business owners that mentors are easily accessible and can dramatically boost success rates of small businesses.

<http://www.mentorshipbc.ca>

- **Networking in Vancouver**

<http://www.networkinginvan.com>

<http://www.networkinginvan.com/networking-groups-in-vancouver>

List of mentorship programs

<http://www.networkinginvan.com/mentorship-programs>

Career Development Resources – General

- **Vancouver Board of Trade**

Business association that accelerates business success by advocating and influencing public policy, developing business leaders, connecting businesses and presenting thought leaders. We engage with decision makers to develop Vancouver as a hub for commerce, trade, travel and free enterprise.

<https://www.boardoftrade.com>

Company of Young Professionals (CYP)

Vancouver Board of Trade's professional development program for people under the age of 35 provides a forum for emerging leaders to acquire the skills needed to advance their careers. Offers networking, development workshops, volunteer opportunities, and more.

<https://www.boardoftrade.com/programs/company-of-young-professionals>

General Tips

- **BC Labour Market Outlook**

WorkBC site offers a variety of tools and resources to learn about labour market trends. Include 2022 Labour Market Outlook Report that provides labour market forecasts with projections on job openings, regional labour market conditions, education/training needs, and occupations most likely to be in high demand.

<https://www.workbc.ca/Statistics/Labour-Market/Labour-Market-Outlook.aspx>

- **Information Interviews**

Conduct information interviews with people in companies and organizations you are interested in and someone with a role that interests you – I recommend you can google and research how first. Here are a couple good articles: <http://www.careerealism.com/informational-interview-avoid-question/> and <http://www.careerealism.com/how-conduct-informational-interview/>

- **LinkedIn**

Build your LinkedIn profile (this is an online resume so be specific/targeted to the area of work you want and your skill set, just like a resume someone needs to be able to look at it in 2 min's and know what role/area of work you're looking for, read a clear objective at the top defining your role and see that your resume reflects those skills. Too often resumes are too general and it's confusing to the reader. You will also want to make sure your resume matches the skills in the job you are applying for using their key words).

<https://ca.linkedin.com>

- **Network**, network, network and attend industry events.

- **Volunteer** in an organization that interests you using your specific skill set that you'd like to get work in – this will start to build your experience here. See for example <http://govolunteer.ca> or <http://charityvillage.com>.

- You can also try a **temp agency or recruiting agency**

Career Development Resources – General

- **UBC Continuing Studies**
See their life & career development opportunities
<https://cstudies.ubc.ca/study-topic/life-career-development>

Women-only Resources

Employment

- **YWCA Focus at Work**
Program helps women assess their skills and strengths, set career goals and develop job search skills to obtain meaningful employment. This 12-week program includes 3 weeks of workshops and 9 weeks of full-time job search support. 90% of participants find employment by the end of the program.
<http://ywcavan.org/programs/employment-programs-services/employment-programs/focus-work>

Networking, Mentorship & Leadership Development

- **Downtown Networking Association (DNA)**
Brings like-minded, professional women together to share ideas and evolve personally and professionally
www.dnavancouver.com
- **Dress for Success Vancouver**
A community that empowers women in the workforce by providing them with professional attire, career services, and skills development programs.
<https://vancouver.dressforsuccess.org>
- **Forum for Women Entrepreneurs (FEW)**
Educated, energized and empowers women, encouraging them to become successful entrepreneurs. Offers a mentorship program.
www.fwe.ca
- **Mentor Program Listings**
<https://www.islandnet.com/~rcarr/mentorprograms.html>
- **Minerva Foundation**
Offers various programs focused on developing women's leadership skills.
<https://theminervafoundation.com>

Career Development Resources – General

- **Professional Women's Network**
Network for professional women.
<http://www.pwncanada.ca>
- **Women's Enterprise Circle**
Business resource centre for women starting, purchasing or growing a small business. Provides business services and resources, as well as referrals to resources and other business service providers in BC.
<http://www.womensenterprise.ca>

Women's Enterprise Circle – Mentorship
Provides a range of mentorship opportunities.
<http://www.womensenterprise.ca/content/mentoring>
- **Women's Executive Network**
Network of women dedicated to the advancement and recognition of executive-minded women in the workplace.
www.wxnetwork.com
- **Women in Leadership**
National charity that provides mentoring, networking, and learning opportunities for women.
www.womeninleadership.ca
- **Women's Leadership Circle, Vancouver Board of Trade**
The Women's Leadership Circle (WLC) is an inclusive program that recognizes diversity in leadership strengthens the business community. Launched in 2007, the WLC has grown to become one of the largest women's business networking groups in Canada. The WLC is engaged in the social, business and political communities in which The Board of Trade operates.
<https://www.boardoftrade.com/programs/women-s-leadership-circle>
- **Yes! Vancouver**
Group of professional women who enjoy fun, stylish networking events that make a difference. All funds raised by YES! directly support Dress for Success Vancouver, a registered Canadian charity that helps low and no income women to transition into the workforce by providing professional attire and career support. Since 2007, YES! has hosted more than 60 events including monthly mingles, panel discussions and signature style galas.
<http://www.yesvancouver.org>
- **Young Women in Business**
Volunteer-run forum that connects young women across all educational fields, careers, and industries. Chapters provide support, skills, and networking opportunities that enable women to achieve success on their own terms.
<http://ywib.ca>

10 Tips on how to be an effective mentor

1. Be committed and accessible:

Taking on the role of a mentor requires energy and time. By leveraging mobile phones, e-mail, the occasional chat session and your once monthly in person meetings, your communication stream will be in great shape.

2. Be a positive role model:

Positive mentors are respected by their mentees. A mentee can learn a lot from their mentor simply by watching how their mentor behaves in any particular situation. Positive mentors will also look out for experiences, or even create situations in which their mentees can become involved to learn new things.

3. Be yourself:

Share your experiences and journey. The more you are yourself, the stronger of a relationship you will build with your mentee. Answer any questions as openly and truthfully as you can.

4. Be genuinely interested in your mentee as an individual:

A mentoring relationship is often very important to the mentee. As a mentor you can get to know your mentee personally, about their hopes and dreams, so you can help them in a way that meets their personal best interests. Be objective, be patient and listen to your mentee.

5. Share your experiences and insights:

Choose stories and experiences that you feel are appropriate and helpful, but do so in a neutral way. Be open to sharing your mistakes and failures too, as these are often where our biggest lessons are learned. It will also help your mentee be aware that challenges will arise, and the way you dealt with the situation might also help them gain insight about how to build resilience.

6. Share your network:

Introduce your mentee to your network, as it may help a mentee as it may yield to increased learning opportunities, other professional contacts, job projects, additional mentors and much more.

7. Act as a sounding board:

Mentees benefit greatly from the opportunity of having a good mentor listen to them. Allow them to explore their thoughts and ideas openly with you. This will often help them unravel their thinking and gain insights about a situation as they share their concerns with you.

8. Provide a fresh perspective:

A good mentor will often provide their mentee with a fresh perspective on an issue. A good mentor will often have the clarity of distance from an issue or problem that's needed to provide objective feedback to their mentee.

9. Provide helpful feedback and acknowledge achievements:

Not all feedback is helpful. A good mentor knows this and will deliver feedback in a way that will help their mentee gain insight to further develop specific qualities or skills. Always ask for permission to give feedback before doing so. Ask your mentee questions and empower them to work through their issues so they can learn to trust their own judgement. Additionally, help build your mentee's confidence by celebrating and acknowledging their achievements.

10. Have fun:

Being a mentor can be an exhilarating experience. Mentors often learn a great deal about themselves through the course of a mentorship relationship. Remember to make the experience a fun and engaging one for the mentee and for yourself!

YWCA NextStep Mentorship Program

Sample Questions for your Information Meeting

Industry Related Questions

1. Is this field being affected by changing technology or other kinds of trends?
2. What is the prospect for growth in the industry?

Company Related Questions

1. Ideally what education requirements are needed to get a job in this field?
2. What work experience and/or volunteer work would be helpful in introducing me to this field?
3. What work habits do you think are valuable?
4. Are there any kind of hobbies or outside interests which would be useful in the job?
5. What are the company's management philosophy, culture, mission, corporate values?
6. How many people does your company employ?
7. Has the company downsized or is the company looking for people?
8. How do you typically hire people?
9. Does your company provide on the job training?
10. Does your job involve professional development (attending conference or workshops? Reading journals? Which ones? Being a member of an association or club? Which ones?

Working Conditions/Responsibilities

1. What is the salary range for this type of position?
2. What hours do you work? Any overtime?
3. Does your job entail working with people? What skills do you need?
4. What kinds of equipment or tools are important to do this job?
5. What is your company's dress code?

Personal Information

1. How long have you worked in this field? In this company?
2. What type of work did you do when you started?
3. What interested you about this field? this company?
4. Do you work on call? Are your hours flexible?
5. Based on my background, do you have any advice about how I might get into this field?

More Information

1. Is there anything else that I should know about this kind of work?
2. Do you know of anyone else who I could speak to in order to get more information about this kind of work?
3. May I have one of your business cards?

Evaluating the suitability of an organization or an occupation

As you are envisioning possible organizations and occupations for yourself, ask yourself a few questions to determine those of highest interest:

1. Will the occupation fulfill my current employment goals?
2. Do I see myself enjoying the day-to-day tasks of the job?
3. Are there opportunities for advancement?
4. Would I fit into this organization's corporate culture? Do I share the same values?
5. How do I feel about the physical environment? (location)
6. Does the working day fit my schedule? (Is there shift work, over time?)

APPENDIX I:

Screening Documents and Forms

- Mentee Application Form
- Mentor Application Form
- Mentee Information Session Outline
- Mentee Intake Interview Questions
- Mentee and Mentor Information, Intake and Training Schedule
- Mentor Reference Form
- Mentee Screening Survey

NextStep Mentorship Program

Mentee Application

Contact Information			
First Name:		Last Name:	
Date of Birth: Month	Day	Year	Age:
Street Address:			
City:	Province:	Postal Code:	
Telephone #:		Alternative Phone #:	
Email:			
Current Employment Status			
<input type="checkbox"/> Unemployed <input type="checkbox"/> Underemployed (<i>working less than 20 hours per week</i>) Average number of hours worked per week _____ Type of work: _____			
Highest level of Education Completed			
<input type="checkbox"/> College <input type="checkbox"/> University <input type="checkbox"/> License/Trade Certificate <input type="checkbox"/> Other _____			
Citizenship		Ethnicity/Race (Please check the category you feel is most suitable)	
<input type="checkbox"/> Canadian Citizen <input type="checkbox"/> Permanent Resident		<input type="checkbox"/> Caucasian <input type="checkbox"/> Indigenous <input type="checkbox"/> Middle Eastern/Arab/West Asian <input type="checkbox"/> Latin American <input type="checkbox"/> African <input type="checkbox"/> Chinese <input type="checkbox"/> South Asian (ex. India, Pakistan, Sri Lanka) <input type="checkbox"/> East Asian (ex. Vietnamese, Korean) <input type="checkbox"/> Other <input type="checkbox"/> Choose not to answer	
Marital Status			
<input type="checkbox"/> Married <input type="checkbox"/> Separated <input type="checkbox"/> Single <input type="checkbox"/> Common Law <input type="checkbox"/> Divorced Number of Dependents: _____			
Additional Support			
Is there anything else you would like to disclose that may require additional accommodation or support? (ie. physical or mental disability, other cognitive impairments, etc.) _____ _____ _____			
<i>*Please note this question is optional and is intended to ensure that we match you with a mentor who best suits your needs.</i>			



The Employment Program of British Columbia is funded by the Government of Canada and the Province of British Columbia.

Referral Source: How did you hear about the program?
<input type="checkbox"/> Brochure <input type="checkbox"/> Friend <input type="checkbox"/> Website (which one) _____ <input type="checkbox"/> Case Manager at WorkBC (who/where) _____ <input type="checkbox"/> Community Worker (who/where) _____ <input type="checkbox"/> Other (please specify) _____
Career Field
What is your desired career field? _____
Relevant Training and/or Work Experience
What training or work experience do you have in this field? _____ _____ _____ _____
Job Search Activities
Please describe your current/recent job search activities (networking/information interviews/applications, etc) _____ _____ _____ _____
Company/Organization Interest
What are 3 companies/organizations you are interested in? Do you have any contact information (contact person/phone number/email address) for them? 1) _____ _____ 2) _____ _____ 3) _____ _____ _____

Barriers to Employment

Which of the following challenges are you facing in your job search and/or in achieving your career goals? *Please check all that apply.*

- | | |
|--|---|
| <input type="checkbox"/> Unclear about your career goals | <input type="checkbox"/> Lack of self confidence |
| <input type="checkbox"/> Transitioning to a new career | <input type="checkbox"/> Communication challenges in the workplace |
| <input type="checkbox"/> Limited recent work experience | <input type="checkbox"/> Uncertain how to ask for and/or deal with feedback from employers |
| <input type="checkbox"/> Limited local work experience | <input type="checkbox"/> Maintaining healthy workplace relationships (unsure how to “fit in”) |
| <input type="checkbox"/> Lack recognition of certification and credentials | <input type="checkbox"/> Difficulty maintaining work/life balance |
| <input type="checkbox"/> Need help with resume/cover letter | <input type="checkbox"/> Financial difficulties |
| <input type="checkbox"/> Need help with interview skills | <input type="checkbox"/> Transportation challenges |
| <input type="checkbox"/> Lack of industry knowledge | <input type="checkbox"/> Child care issues |
| <input type="checkbox"/> Uncertain about employer expectations | <input type="checkbox"/> Family issues |
| <input type="checkbox"/> Limited access to industry networks | <input type="checkbox"/> Cultural issues |
| <input type="checkbox"/> Uncertain how to grow/develop your career | <input type="checkbox"/> Other (Please specify): |
| <input type="checkbox"/> Lack of motivation | |

Preferred Mentor

What is the **job title** (or what are the roles and responsibilities) of your **preferred mentor**? (*If known, please list the name of someone you know and/or have met whom you would like as your mentor*).

Please list your top three goals in working with a mentor:

- 1) _____
- 2) _____
- 3) _____

Are you open to working with a male mentor? ☐ Yes ☐ No

Are you open to working with a female mentor? ☐ Yes ☐ No

Comments:

Canada



The Employment Program of British Columbia is funded by the Government of Canada and the Province of British Columbia.

Career Mentor

Please note: Once you have completed all required steps in the application process, we will do our very best to find a mentor for you. **However, we cannot guarantee that a suitable match will be found for you.**

Are you open to working with a mentor in a field **outside** of your own?

☐ Yes ☐ No Comment: _____

NextStep Mentorship Program – Application Process

In order to determine your eligibility to attend the YWCA NextStep Mentorship program, each potential participant must attend:

- 1) Information Session (complete government intake forms)
- 2) Intake Appointment (bring completed Mentee Application form)
- 3) Mentee Training Session

Please note: Acceptance into the NextStep Mentorship program is based on meeting eligibility criteria, being able to define your career search, readiness to begin work, openness to working with a career mentor through monthly meetings and receiving feedback and following through on one's action plan and commitment.

All participants please read and complete this section.

In order to provide the NextStep Mentorship Program, the YWCA Metro Vancouver is required to collect personal information about you. This information may be disclosed to the service funder (the provincial government) or their designates, for the purpose of contract monitoring, auditing, and/or research purposes.

The provincial *Freedom of Information and Protection of Privacy Act (FIPPA)* governs the collection, use and disclosure of personal information by organizations, as well as recognizes the right of individuals to protect their personal information. By signing this notice you have given permission for us to disclose the personal information we collect to the government employees or their designates for the purposes noted above.

Name (Please print): _____

Signature (Please sign): _____

Date: _____

Canada



The Employment Program of British Columbia is funded by the
Government of Canada and the Province of British Columbia.

NEXTSTEP Mentorship Program

Mentor Application



Information you have shared with us will be kept confidential. Only information on your career, education and interests will be shared with potential mentees.

Contact Information

Date: _____ Name: _____
Date of Birth: Month _____ Day _____ Year: _____
Address: _____ City: _____ Postal Code: _____
Job Title: _____ Company Name: _____
Home #: _____ Work #: _____ Cell #: _____
Email: _____

How did you hear about the program?

☐ Brochure (where seen) ☐ Friend/Colleague (Name)
☐ Website (which one) ☐ Other: _____

Which is the best way to contact you?

☐ Email ☐ Home Phone ☐ Work Phone ☐ Cell ☐ Other: _____

Additional YWCA Programs and Services

If you do not wish to receive information on events and campaigns of other YWCA departments, please check this box ☐

Industry, Education, Training, and other Relevant Background

Please briefly describe your work-related duties and responsibilities (or attach resume or LinkedIn)

What education, training and/or previous work experience led to your current position?

What, if any, clubs, organizations or associations are you involved in?

Preferences (this information will assist us in determining mentorship matches)

Do you have any preference regarding a mentee? (Please check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
| <input type="checkbox"/> Immigrant | <input type="checkbox"/> ESL |
| <input type="checkbox"/> Only in a field of your industry | <input type="checkbox"/> Open to working with others outside of your field/industry |
| <input type="checkbox"/> Other: | |
| _____ | |
| _____ | |
| _____ | |

Areas of Assistance

In which areas could you assist a mentee? (Please check all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Clarify career goals | <input type="checkbox"/> Improve self confidence |
| <input type="checkbox"/> Guide mentees to conduct industry research | <input type="checkbox"/> Share advice on transitioning to a new career |
| <input type="checkbox"/> Provide help with accessing the hidden job market (generating job leads) | <input type="checkbox"/> Provide insight on the current outlook in your industry |
| <input type="checkbox"/> Review mentee's certification and credentials | <input type="checkbox"/> Provide information about employer expectations |
| <input type="checkbox"/> Help prepare resumes/cover letters | <input type="checkbox"/> Share tips for long and short-term career development |
| <input type="checkbox"/> Conduct mock interviews | <input type="checkbox"/> Share information about work/life balance |
| <input type="checkbox"/> Provide access to industry networks | |
| <input type="checkbox"/> Other: | |

How would you assist a mentee with his/her job search process?

How would you assist your mentee to develop a network in their career (i.e. events to attend, information interviews, information on the industry)?

Which ways are you interested in participating in our program?

- | | |
|--|---|
| <input type="checkbox"/> One-to-one mentorship | <input type="checkbox"/> Resource team (one time meetings (info interviews, mock interviews, resume review) |
| <input type="checkbox"/> Networking Host (at events and online) | <input type="checkbox"/> LinkedIn Mentee and Mentor Group |
| <input type="checkbox"/> Workshop facilitator/ special services | <input type="checkbox"/> Guest panelist (career cafes) |
| <input type="checkbox"/> Mentor recruitment circle (help spread the word!) | |

General Interest

Why are you interested in participating as a Mentor in this program?

Please tell us about someone who you felt was a mentor in your life and why.

The Next Step...

Please submit your completed application (along with a current resume if possible) to:

YWCA Next Step

Attention: Carolyn Fernie, Manager
535 Hornby Street
Vancouver BC V6C 2E8
tel: 604 895 5857 fax: 604 684 9171
Email: cfern@ywcavan.org

In order to ensure that we have adequate information to help us make the best possible decision in matching, all applicants are required to go through the following application process:

- ☐ **Brief Telephone Interview** to outline the program and discuss expectations (5-10 minutes)
 - ☐ **Mentor Application Form**
 - ☐ **Mentor Orientation Session** to help new mentors prepare for the program (1.5 hours)
-

Please note: While we do our very best to find a suitable mentee for you once you have completed the above steps, **we cannot guarantee that a suitable match will be found for you.**



NextStep Mentorship – Program year 2016-17

NextStep Mentorship provides one-to-one, group and peer mentorship for adults (any age) seeking employment in professional or skilled occupations. Along with mentor introductions, mentees get an opportunity to learn new skills through career-related workshops, look beyond boundaries in their job search and establish a relationship with a mentor.

Who we serve

NextStep is for adults who are:

- Unemployed (or working less than 20 hours per week) at the time of intake
- Living in Metro Vancouver, and are permitted to work in Canada
- Have completed post-secondary education/training between **fall 2011-fall 2015***
- Have been conducting a professional job search without success for at least 12 months at the time of intake*
- Seeking employment in professional or skilled careers
- Keen, motivated and open to learning from a mentor
- Able to make a six month commitment

**Note: Applicants must have completed their education a minimum of 1 year (12 months) from date of intake, and up to a maximum of 5 years from date of intake. Applicants must have been conducting an active job search for a minimum of 12 months to be eligible.*

Benefits for mentees

- Industry-specific connections through individual and group mentorship opportunities
- One-to-one mentorship lasting up to six months*
- Career focused and personal development workshops
- Networking opportunities
- Information and connections to YWCA Metro Vancouver programs including support for single mothers, legal educator services, employment services, and more

**Note: We do not guarantee a one-to-one match, nor can we guarantee a match with someone in your specific field.*

How does mentorship help?

- Job search guidance
- Industry knowledge
- Networking contacts
- Goal setting assistance
- Help with entering and/or returning to the workforce

Who are mentors and what do they do?

- Professionals willing to share their successes, challenges, experiences and lessons learned with others
- Passionate about what they do and willing to share that passion with others
- Able to serve as guide, role model, and coach

Mentors are:

- Passionate about what they do and willing to share that passion with others
- Committed to a 6 month match
- Able to provide 3-6 hours of support per month, including minimum one in-person meeting per month, plus telephone and email contact
- A source of information, feedback and support for those who are willing to learn, wish to improve their level of expertise, and who want to develop new skills

Mentors are not:

- Personal counselors
- “Experts”
- Someone who will find you a job
- Necessarily someone with your exact preferred job title*

**Note: The more specific you are in your request for a mentor, the harder it is in our search. Being open to a mentor who has been successful in their career, who may not be in your exact field could still be an amazing mentor!*

Keys to success – program expectations

- Able to identify your **job objective** (have a clear understanding of what career you are looking for or able to narrow it down)
- **Actively job searching**, accessing other employment programs & services
- Ready to commit to the 6 month mentorship relationship and able to meet program expectations
- Willing to learn and be accountable, ready to assess personal challenges, open to trying new things
- Prepared to give and receive feedback and apply new concepts to your job search
- Open to receiving career related advice and support from a mentor who may be in another field/industry than you
- Able to attend NextStep workshops and networking events

Contact info for prospective mentees

Lindsay Nielsen, Program Coordinator
Tel: 604.895.5859, Mondays - Fridays, 9:00 am - 5:00 pm

Carolyn Fernie, Program Manager
Tel: 604.895.5857, Mondays - Fridays, 8:00 am - 4:00 pm

Email: nextstep@ywcavan.org
Website: ywcavan.org/nextstep

NEXTSTEP MENTORSHIP – Mentee Intake Questions

Name:	Date/Time of Intake Appointment:

What is your field of interest?

What education and/or work experience do you have in this field? <i>(Take note of when they graduated school; if new to Canada, when arrived/immigrant, PR, Work Permit, etc)</i>

Are you actively seeking employment your career field of interest? If yes, please briefly describe your job search activities and results. If not, why not? <i>(Take note of a 12 month job search)</i>

Are you currently enrolled in or have you participated in any employment programs in the past 6 months?

Yes ☐ No ☐ If yes please list the program(s)

Which of the following challenges are you facing in reaching your job search/career goals? (*In which areas would you like help in your job search?*)

- | | |
|--|---|
| <input type="checkbox"/> Unclear about your career goals | <input type="checkbox"/> Lack of self confidence |
| <input type="checkbox"/> Transitioning to a new career | <input type="checkbox"/> Communication challenges in the workplace |
| <input type="checkbox"/> Limited recent work experience | <input type="checkbox"/> Uncertain how to ask for and/or deal with feedback from employers |
| <input type="checkbox"/> Limited local work experience | <input type="checkbox"/> Maintaining healthy workplace relationships (unsure how to “fit in”) |
| <input type="checkbox"/> Lack recognition of certification and credentials | <input type="checkbox"/> Difficulty maintaining work/life balance |
| <input type="checkbox"/> Need help with resume/cover letter | <input type="checkbox"/> Financial difficulties |
| <input type="checkbox"/> Need help with interview skills | <input type="checkbox"/> Transportation challenges |
| <input type="checkbox"/> Lack of industry knowledge | <input type="checkbox"/> Child care issues |
| <input type="checkbox"/> Uncertain about employer expectations | <input type="checkbox"/> Family issues |
| <input type="checkbox"/> Limited access to industry networks | <input type="checkbox"/> Cultural issues |
| <input type="checkbox"/> Uncertain how to grow/develop your career | <input type="checkbox"/> Other (Please specify): |
| <input type="checkbox"/> Lack of motivation | |

Ask Mentee: Is there anything else you’d like to discuss that wasn’t on our list? Notes:

Is there anything else you would like to disclose that may require additional accommodation or support from a mentor?

What is the job title of your preferred mentor? *(If known, please list the name of someone you know/met who you would like as your mentor)*

Are you willing to work with a mentor who is not in your specific field?

NOTE: All our mentors are professional women who have been successful in their past career searches and in their career. A mentor can be someone you least expect. This will be ONE mentor in your life of many.

**The more SPECIFIC you are in your request for a mentor, the longer it may take us to find you one. The more OPEN you are, the quicker we may be able to match you*

Yes ☐ No ☐

Comment:

Are you open to working with a male mentor? Yes No

Are you open to working with a female mentor? Yes No

Note to us: what is their reaction? Open or closed?

What are your top three goals in working with a mentor?

1)

2)

3)

Other:

During our mentee training session, we speak about the importance of clear communication in maintaining a successful match. Another thing we talk about is openness to feedback. Can you please provide an example of a time you received difficult feedback from someone and what the outcome was?

NextStep Mentorship – Program Commitment

Are you available to attend a 3 hour training session during the week?

Yes ☐ No ☐ Comments:

Are you able to commit to a 6 month program? 6 month match? (*ie. Not going on a 2 month vacation in the next 6 months?*)

Yes ☐ No ☐ Comments:

Are you able to commit to staying in touch with program staff through monthly updates and responding to emails?

Yes ☐ No ☐ Comments:

Are you interested in peer and group mentorship opportunities through workshops and networking events?

Yes ☐ No ☐ Comments:

If you become employed full or part time while still enrolled in the program, would you still want to stay in touch with your mentor?

Yes ☐ No ☐ Comments:

Do you have any questions for us?

We will email you to let you know if you have been accepted into the program or not.

NextStep Mentee and Mentor Schedule 2016-17

NextStep Mentee Information Sessions & Intake Interviews:

DATE	TIME	ROOM
Thursday, September 8 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews Thursday, Sept 8 th 10:30 am - 4:30 pm	Room 2
	Intake Interviews Monday, Sept 12 th 10:00 am – 4:30 pm	Room 2
	Intake Interviews Monday, Sept 19 th 9:00 am – 3:30 pm	Room 2
Wednesday, September 28 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am - 4:30 pm	Room 2
Tuesday, October 4 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am - 4:30 pm	Room 2
Monday, October 17 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am - 4:30 pm	Room 2
Tuesday, November 1 st	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am - 4:30 pm	Room 2
Wednesday, November 16 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am - 4:30 pm	Room 2

Tuesday, November 29 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am - 4:30 pm	Room 2
Tuesday, December 6 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am – 4:30 pm	Room 2
DATE	TIME	ROOM
Monday, December 12 th	Information Session 8:30 am – 11:00 am	Room 2
	Intake Interviews 12 noon – 4:30 pm	Room 2
Wednesday, January 4 th	Information Session 8:30 am – 11:00 am	Room 2
	Intake Interviews 10:30 am – 4:30 pm	Room 1
Tuesday, January 17 th	Information Session 8:30 am – 11:00 am	Room 1
	Intake Interviews 10:30 am – 4:30 pm	Room 2
Thursday, January 26 th	Information Session 8:30 am – 11:00 am	Room 2
	Intake Interviews 11:00 am – 5:00 pm	Room 1

NextStep Mentee Training Sessions:

DATE	TIME	ROOM
Thursday, September 22 nd	8:30 am – 12:00 pm	Room 1
Thursday, October 13 th	8:30 am – 12:00 pm	Room 2
Friday, October 28 th	8:30 am – 12:00 pm	Room 1
Thursday, November 10 th	8:30 am – 12:00 pm	Room 2
Friday, November 25 th	8:30 am – 12:00 pm	Room 2
Thursday, December 8 th	8:30 am – 12:00 pm	Room 1
Wednesday, December 14 th	8:30 am – 12:00 pm	Room 1
Friday, January 13 th	8:30 am – 12:00 pm	Room 1
Monday, January 30 th	2:00 – 5:00 pm	Room 2
Friday, February 3 rd	9:00 am – 11:30 am	Room 1

NextStep Mentor Orientation Sessions:

DATE	TIME	ROOM
Monday, September 26 th	4:30 pm – 7:30 pm	Room 1
Wednesday, October 26 th	4:30 pm – 7:30 pm	Room 1
Monday, November 7 th	4:30 pm – 7:30 pm	Room 2
Wednesday, November 23 rd	4:30 pm – 7:30 pm	Room 1
Monday, January 23 rd	4:30 pm – 7:30 pm	Room 1

NextStep Mentorship Program

Mentor Reference



Information you have shared with us will be kept confidential.

General Information

Date: _____ Name of Applicant: _____

Name of Reference: _____ Relationship with applicant: _____

How long have you known the applicant? _____

Role Model

In this program, applicants will be mentoring men and women entering or re-entering the workforce. Do you think that s/he is a good role model and why?

☐ Absolutely ☐ Yes ☐ Not Sure ☐ No

Comments:

What would you consider to be the applicant's strengths and weaknesses?

Comments:

Please comment of the following:

The applicant:	Don't Know	Below Average	Average	Above Average
Is Dependable (ability to fulfill responsibilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has good judgment (extent to which decisions are based on sound reasoning)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is sensitive to people and their problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is patient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gets along well with others and is easily understood by them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is not judgmental and critical of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Treats others honestly & respectfully	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is positive and encouraging of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is emotionally stable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communicates well at work & with friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is a good role model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Respects rules and structures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Handles constructive criticisms well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have any additional information or concerns you would like to share with us regarding the applicant's suitability for this volunteer positions?

Comments:

Signature

Signature

Date

If you have any questions or would like to speak with us regarding this reference, please do not hesitate to contact:

YWCA NextStep
Carolyn Fernie, Acting Manager
535 Hornby Street
Vancouver BC V6C 2E8
tel: 604 895 5857 fax: 604 684 9171
Email: cfernie@ywcavan.org

To find more information about our program, please visit our website:

<https://ywcavan.org/programs/mentorship/nextstep-mentorship>

Please do not hesitate to contact us if you have any questions!

Thank you!

YWCA NextStep Mentorship Program Screening Survey

Thank you for your interest in the **YWCA's NextStep Mentorship Program!**

The program is for adults (no age restriction) who meet specific eligibility criteria. We require that each prospective mentee complete a pre-screening process to confirm eligibility. When we've confirmed if you're eligible for the program, we will send you additional program details.

1. First name:
2. Last name:
3. Telephone:
4. Email address:
5. How did you hear about the program?
6. Are you currently unemployed or underemployed?
7. If you are underemployed, how many hours per week do you work?
8. Do you live in Metro Vancouver? (Specify location)
9. Are you permitted to work in Canada?
10. Have you completed post-secondary education/training within the past 1-5 years? (Please note the degree/diploma, institution, date completed)
Applicants must have completed their education a minimum of 1 year (12 months) from date of intake, and up to a maximum of 5 years from date of intake.
11. Have you been conducting a professional job search without success for at least 12 months at the time of intake?
Applicants must have been conducting an active job search for a minimum of 12 months to be eligible.
12. What industry or field are you currently looking to work in? What job titles are you looking for?
13. Are you keen, motivated and open to learning from a mentor?
We cannot guarantee a one-to-one mentorship match will be made.
14. Are you able to make a six month commitment to the NextStep program?
15. Please upload an up-to-date resume.

If you are not eligible for the NextStep program, we will gladly forward you information on other programs and services that may be of interest to you.

APPENDIX J:

Training Documents and Forms

- Mentee Action Plan Template
- Mentee Responsibilities Checklist
- Mentee Training Outline – One-To-One Stream
- Mentee Training Evaluation - One-To-One Stream
- Mentor Training Session Outline

MENTORSHIP ACTION PLAN

Over the next 3 – 6 months the goals I will work on with my Mentor include:

Goal	Activities	Resources	Deadline
<u>Networking:</u>	a)		
	b)		
	c)		
Goal	Activities	Resources	Deadline
<u>Industry Knowledge:</u>	a)		
	b)		
	c)		

Goal	Activities	Resources	Deadline
<u>Workplace Awareness:</u>	a)		
	b)		
	c)		
Goal	Activities	Resources	Deadline
<u>Skills Development:</u>	a)		
	b)		
	c)		

Goal	Activities	Resources	Deadline
<u>Other:</u>	a)		
	b)		
	c)		

Notes

MENTORSHIP AGREEMENT

NATURE OF THE RELATIONSHIP

Mentorship is a collaborative partnership between a Mentor and a Mentee who is open to coaching and feedback. It is a process of discovery, goal setting and taking specific actions.

PROCEDURE FOR MEETINGS

The Mentor and Mentee agree to work together in support of developing and working towards the Mentee's career goals. Mentors and Mentees are committed to working together throughout the duration of the match, attending all scheduled meetings, and maintaining regular communication either by phone or email with each other and with program staff. If a session needs to be re-scheduled for any reason, please provide as much notice as possible and be sure to follow up to reschedule the missed appointment at a mutually convenient date and time. Be sure to exchange mobile numbers so you can connect if one is running late or needs to cancel at the last minute.

SCHEDULE FOR MEETINGS: (Minimum one in person meeting per month) (Note: If you cannot schedule all 6 in advance, that's okay. However, have a conversation around how meetings will be scheduled.)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

*** Please note:** If your first meeting was an "Information Meeting/Potential Match" meeting and the Mentee and Mentor agree to move forward with the match, this meeting will be considered as your first meeting out of six.

TERMINATION

In the unlikely event that either the Mentor or Mentee wish to discontinue the relationship for any reason, please notify Carolyn Fernie, Program Manager at 604.895.5857 prior to ending the match.

By our signatures below, we agree to the terms of this Mentorship Agreement.

Mentee Name: _____ Signature: _____

Mentor Name: _____ Signature: _____

Please return a signed copy of this agreement (after your first meeting) by email (scanned), fax, mail or drop-off in person.








YWCA NextStep Mentorship Program

535 Hornby Street, Vancouver BC V6C 2E8

Email: nextstep@ywcavan.org | Fax: 604.684.9179 | Tel: 604.895.5859

YWCA NextStep Mentorship Program

One-to-One Mentee Responsibilities Checklist

1.	Commit to a 6-month match with your NextStep mentor. <ul style="list-style-type: none"> Take the lead in setting up meetings and being clear about your goals Set up at least 1 in-person meeting per month with your mentor for 6 months Stay in regular contact with your mentor via email or phone while being respectful of your mentor's time and other commitments Show appreciation to your mentor for their time and guidance 	
2.	Bring a draft Action Plan to your first meeting with your mentor and move forward with your action plan every month. <ul style="list-style-type: none"> Follow-through on the goals that you identify in your action plan 	
3.	Treat your mentorship match as a professional arrangement, and arrive at meetings prepared to work on your action items. <ul style="list-style-type: none"> Regard the relationship with your mentor as professional. Use this opportunity to practice forming and maintaining professional relationships Arrive on time with all of the materials required for your time together 	
4.	Provide your mentor with a <u>minimum of 24 hours of notice</u> should you have to reschedule your mentorship meeting. <ul style="list-style-type: none"> Make every effort to schedule your monthly meeting with you mentor in advance and commit to attending that meeting 	
5.	Stay in regular contact with program staff through monthly updates and responding to emails. <ul style="list-style-type: none"> You will be sent a monthly update reminder every month. Commit to providing a <u>detailed</u> update of your career development activities. 	
6.	Participate in the NextStep workshops and networking events. <ul style="list-style-type: none"> Events are held weekday evenings and begin in February 2017. NextStep will hold a total of 10 events from February – October 2017 Attendance at the workshops and networking events can provide further opportunities to connect with other mentees and mentors to enhance your career search 	
7.	Commit to staying in touch with your NextStep mentor, should you become employed full or part time while still enrolled in the program.	



NextStep Mentorship Program

Mentee Training Session Outline (One-to-One Mentorship Stream)

1. Training objectives

- Understand program requirements
- Active job search (networking & information interviews)
- Prepare to make the most of your match through effective communication skills & goal setting
- Start an action plan

2. Active job search

- What it looks like & how to do it

3. The power of networking

- Pyramid of hiring
- Why networking works & how to do it

4. Information interviews

- Benefits & how to do them

5. LinkedIn

- Benefits & best practices

6. Preparing to meet your mentor

- How matches are arranged
- Mentee responsibilities

7. Action plans

- Establish plan to achieve short and long-term goals
- Goal setting ideas for working with your mentor
 - Job search
 - Networking
 - Career development
 - Personal development
- SMART goal setting
- Begin draft action plan

8. Preparing for first mentor meeting

- Time, place, business etiquette
- What to accomplish by end of first meeting

9. Regular contact with NextStep staff

- Monthly updates
- Phone calls



10. Ongoing mentor meetings – keys to success

- Clear communication, active listening & ask for clarification
- Open to feedback and get out of comfort zone
- Use action plan

11. Mentorship match closure

- Match closure procedures
- Celebration

12. NextStep events

- Workshop & networking mingle schedule

13. Potential outcomes & success stories

14. Additional employment & community services

15. Mentee responsibilities checklist

- Recap of mentee responsibilities

16. Staff contact information

Appendix – Training

NextStep Mentee Training Evaluation – 1-to-1 Stream

1. How would you rate the overall session?
 - ☐ Excellent
 - ☐ Good
 - ☐ Average
 - ☐ Disappointing
 - ☐ Very Disappointing
2. How would you rate the facilitator?
 - ☐ Excellent
 - ☐ Good
 - ☐ Average
 - ☐ Disappointing
 - ☐ Very Disappointing
3. From attending the session, I have gained relevant skills/techniques I can use in my mentorship match.
 - ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree
4. From attending the session, I have gained relevant job search skills/techniques.
 - ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree
5. The session has improved my confidence in building a successful mentorship match.
 - ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree

6. What did you find most helpful/useful?

7. What did you find least helpful/useful?

8. What can we do to improve the session in the future?

NextStep Mentor Training Session Outline

The NextStep Mentor Training Session is facilitated by a staff member to a group of potential mentors for 2 hours during the evening at the YWCA program centre. The training session is delivered in PowerPoint format with an opportunity for discussion, questions and interaction among the attendees.

The following topics are covered in the mentor training session:

1. Welcome, facilitator background and introduction of all attendees
2. YWCA Metro Vancouver overview, mission, program and services
3. NextStep Mentorship Overview:
 - a. Mentees
 - b. Mentors
 - c. What is mentorship?
 - d. Program Structure
4. Research Project
5. Who are our mentees
6. Intake process for mentees
7. Intake process for mentors
8. What is involved in becoming a mentor?
9. Roles of program staff
10. Ways to be involved as a mentor
11. Workshops and events
12. Matches and how they are arranged
13. Your first meeting
14. Supporting your mentee, roles and responsibilities
15. Developing an action plan and goals
16. Sample action plan
17. Concluding the first meeting
18. Match monitoring
19. Scenarios
20. Program staff support
21. Match closure
22. Acknowledging successes
23. Potential mentorship outcomes
24. Mentor application process next steps
25. Review and questions
26. Program staff contact information
27. Appreciation and conclusion

APPENDIX K:

Matching, Evaluation, Monitoring & Recognition Forms

- Matching Progress Template
- Mentee and Mentor Workshop Evaluation Forms
- Mentee Match Evaluation Form
- Mentee Monthly Update Survey
- Mentee Networking Mingle Evaluation Form
- Mentee Program Completion Form
- Mentee Testimonial Form – Group and Peer Stream
- Mentee Testimonial Form – One-to-One Stream
- Mentee Training Feedback Evaluation Form – One-to-One Stream
- Mentor Events and Workshops Testimonial Forms
- Mentor Match Evaluation Form
- Mentor Networking Mingle Evaluation Form
- Mentor Testimonial Form – One-to-One Stream

NextStep Matching Progress

Mentee	Mentor	Date Contacted	Follow Up Date

YWCA NextStep Mentorship Program Workshop Evaluation – Mentees and Mentors

1. How would you rate the overall workshop?

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Disappointing
- ☐ Very Disappointing

2. How would you rate the facilitator?

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Disappointing
- ☐ Very Disappointing

3. I have gained from this workshop relevant skills and techniques I can use in my job search.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

4. What did you find most helpful/useful?



5. What did you find least helpful/useful?



6. Additional comments:



YWCA NextStep Mentorship Program

Mentee Match Evaluation

Thank you for participating in the YWCA NextStep Mentorship Program! It was great to have you involved. We hope that you are able to walk away with a greater understanding of what an effective job search looks like, an increase in your professional development network, and professional development skills you can take with you on your career path.

1. First and last name:

2. Mentor's first and last name:

3. How often did you meet with your mentor?

- ☐ 1-3 times
- ☐ 4-6 times
- ☐ More than 6 times

4. Did you complete your 6-month match? (Please note: you may choose to continue to meet with your mentor. By "complete", we mean regarding the program commitment of 6 months).


- ☐ Yes
- ☐ No

If not, why not?

5. Do you plan to stay in contact with your mentor beyond the 6-month mark?

- ☐ Yes
- ☐ No
- ☐ Not sure

Comments:



6. Was your mentorship match a success? Are you walking away with a better sense of what an effective job search looks like and how to create meaningful connections in your industry due to having met/worked with your mentor?

- ☐ Yes
- ☐ No
- ☐ Not sure

Why or why not?



7. Which of the following JOB SEARCH activities have you learned about or improved with the help of your mentor? (Check all that apply and provide specifics in the comment field).

- ☐ Industry research skills
- ☐ Industry knowledge or "how-to"
- ☐ Cold calling
- ☐ Follow-up techniques
- ☐ Updated resume
- ☐ Improved cover letter
- ☐ Interview skills
- ☐ Presentation/self-marketing skills

- ☐ Professional image
- ☐ Employer expectations
- ☐ Knowledge of local job opportunities

Other (please specify):

8. Based on the information you learned from your mentor, how are you going to (or how have you already) modified your JOB SEARCH?

9. Which of the following NETWORKING related skills have you learned about or improved with the help of your mentor? (Check all that apply and provide specifics in the comment field).

- ☐ Improved networking skills
- ☐ Increased confidence
- ☐ Industry contacts
- ☐ Informational interview referrals
- ☐ Knowledge of and/or access to professional associations
- ☐ Stronger sense of community
- ☐ Asking mentor for a reference
- ☐ Improved follow-up techniques

Other (please specify):

10. Based on the information you learned from your mentor, what is the most important take-away about NETWORKING?

11. Which of the following LONG-TERM CAREER MANAGEMENT skills have you learned about or improved with the help of your mentor? (Please check all that apply and provide specifics in the comment field).

- ☐ Long-term career action plan
- ☐ Professional training/upgrading
- ☐ Value of life-long learning
- ☐ Work/life balance
- ☐ Workplace communication
- ☐ Managing workplace relationships
- ☐ Credential recognition

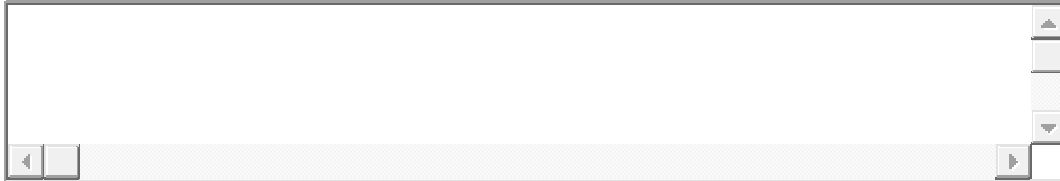
Other (please specify):

12. What was one key lesson learned from your mentor?

13. How would you rate your overall experience with your mentor?

- ☐ Very satisfying
- ☐ Satisfying
- ☐ Somewhat satisfying
- ☐ Not satisfying
- ☐ Very unsatisfying

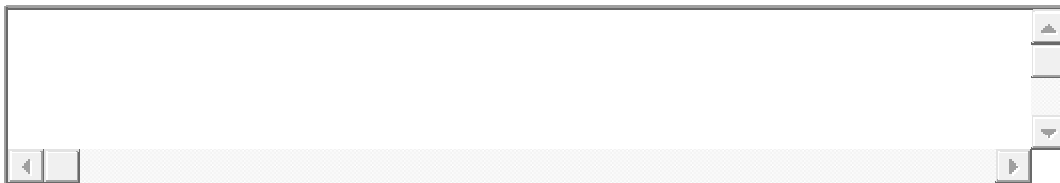
Comments:



14. Would you recommend mentorship to a friend?

- ☐ Yes
- ☐ No

Why or why not?



15. Would you consider being a mentor in the future?

- ☐ Yes
- ☐ No

16. Any additional comments?



NextStep Mentee Monthly Update Survey

First and last name: _____

1. Please provide us with details of your job search, networking, information interview efforts and any other related activities (ex: school, volunteer work, conferences, etc.):

2. Have you accessed any of the following additional job search assistance? (Please check all that apply).

- ☐ WorkBC Employment Services Centre
- ☐ Case manager
- ☐ Job club/other employment program (ex: YWCA Focus at Work, etc.)
- ☐ Alumni services
- ☐ Career services at your post-secondary institution
- ☐ Other (please specify): _____

3. What is working well for you in your job search?

4. What are you struggling with in your job search?

5. If you are working, how is it going?

6. Are you matched with a mentor?

- ☐ Yes
- ☐ No

*The NextStep Monthly Update for mentees in the group and peer mentorship stream included questions 1-6 only.

7. Mentor first and last name: _____
8. How many hours of contact did you have with your mentor this month? (This can be an estimate).
- ☐ 0
 - ☐ 1-2
 - ☐ 3-4
 - ☐ 5+
9. Please provide us with details of the activities you and your mentor have been doing/working on (including in-person meetings, phone calls, work you are doing between your meetings, etc.).

*The NextStep Monthly Update for mentees in the group and peer mentorship stream included questions 1-6 only.

YWCA NextStep Mentorship Program Networking Mingle Evaluation – Mentors

1. Date of Networking Mingle:

2. How would you rate your overall experience at the mingle?

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Disappointing
- ☐ Very Disappointing

3. How many mentees were you able to network with?

- ☐ 0
- ☐ 1-2
- ☐ 3-4
- ☐ 5-6
- ☐ 7+

4. What type of advice/support did you provide the mentees? (Ex: 'I helped a mentee practice their elevator pitch and I shared contact information with another mentee').

5. Do you have any feedback or suggestions for our next Networking Mingle?

YWCA NextStep Mentorship Program Mentee Program Completion Evaluation

Thank you for participating in the YWCA NextStep Mentorship Program. It has been a pleasure to have you involved and we appreciate your participation. Now that you have completed the program you will have an understanding of what an effective job search entails, a broader professional network and career development skills you can utilize throughout your career pursuits. We appreciate you taking the time to complete this important survey.

1. First and last name:

2. Please rate each of the following program components:

	None	Not enough	Just right	Too much	N/A (Not applicable)
Information about the program at the recruitment/orientation session	<input type="radio"/> Information about the program at the recruitment/orientation session None	<input type="radio"/> Information about the program at the recruitment/orientation session Not enough	<input type="radio"/> Information about the program at the recruitment/orientation session Just right	<input type="radio"/> Information about the program at the recruitment/orientation session Too much	<input type="radio"/> Information about the program at the recruitment/orientation session N/A (Not applicable)
For 1-1 mentorship matches only: Information about your mentor	<input type="radio"/> For 1-1 mentorship matches only: Information about your mentor None	<input type="radio"/> For 1-1 mentorship matches only: Information about your mentor Not enough	<input type="radio"/> For 1-1 mentorship matches only: Information about your mentor Just right	<input type="radio"/> For 1-1 mentorship matches only: Information about your mentor Too much	<input type="radio"/> For 1-1 mentorship matches only: Information about your mentor N/A (Not applicable)
For 1-1 mentorship matches only: Regular contact with your mentor	<input type="radio"/> For 1-1 mentorship matches only: Regular contact with your mentor None	<input type="radio"/> For 1-1 mentorship matches only: Regular contact with your mentor Not enough	<input type="radio"/> For 1-1 mentorship matches only: Regular contact with your mentor Just right	<input type="radio"/> For 1-1 mentorship matches only: Regular contact with your mentor Too much	<input type="radio"/> For 1-1 mentorship matches only: Regular contact with your mentor N/A (Not applicable)
Increase knowledge about the industry or sector of	<input type="radio"/> Increase knowledge about	<input type="radio"/> Increase knowledge about	<input type="radio"/> Increase knowledge about	<input type="radio"/> Increase knowledge about	<input type="radio"/> Increase

employment focus	None the industry or sector of employment focus None	Not enough the industry or sector of employment focus Not enough	Just right the industry or sector of employment focus Just right	Too much the industry or sector of employment focus Too much	N/A (Not applicable) knowledge about the industry or sector of employment focus N/A (Not applicable)
Expand your professional network by sharing and receiving contact information with other mentees and mentors	<input type="radio"/> Expand your professional network by sharing and receiving contact information with other mentees and mentors None	<input type="radio"/> Expand your professional network by sharing and receiving contact information with other mentees and mentors Not enough	<input type="radio"/> Expand your professional network by sharing and receiving contact information with other mentees and mentors Just right	<input type="radio"/> Expand your professional network by sharing and receiving contact information with other mentees and mentors Too much	<input type="radio"/> Expand your professional network by sharing and receiving contact information with other mentees and mentors N/A (Not applicable)
Increase information interviews through contacts you made at a program event(s) or through a mentor	<input type="radio"/> Increase information interviews through contacts you made at a program event(s) or through a mentor None	<input type="radio"/> Increase information interviews through contacts you made at a program event(s) or through a mentor Not enough	<input type="radio"/> Increase information interviews through contacts you made at a program event(s) or through a mentor Just right	<input type="radio"/> Increase information interviews through contacts you made at a program event(s) or through a mentor Too much	<input type="radio"/> Increase information interviews through contacts you made at a program event(s) or through a mentor N/A (Not applicable)
Raise awareness and/or access to other YWCA programs and services	<input type="radio"/> Raise awareness and/or access to other YWCA programs and services None	<input type="radio"/> Raise awareness and/or access to other YWCA programs and services Not enough	<input type="radio"/> Raise awareness and/or access to other YWCA programs and services Just right	<input type="radio"/> Raise awareness and/or access to other YWCA programs and services Too much	<input type="radio"/> Raise awareness and/or access to other YWCA programs and services N/A (Not applicable)

	None	Not enough	Just right	Too much	N/A (Not applicable)
<div><div><div>Provided referrals to other organizations, programs and/or services (i.e. Dress for Success, Working Gear, resources specific to your industry, etc.)</div><div><input type="radio"/></div></div><div><div>Provided referrals to other organizations, programs and/or services (i.e. Dress for Success, Working Gear, resources specific to your industry, etc.)</div><div><input type="radio"/></div></div></div>	<div><div><div>Provided referrals to other organizations, programs and/or services (i.e. Dress for Success, Working Gear, resources specific to your industry, etc.)</div><div><input type="radio"/></div></div><div><div>None</div><div><input type="radio"/></div></div></div>	<div><div><div>Provided referrals to other organizations, programs and/or services (i.e. Dress for Success, Working Gear, resources specific to your industry, etc.)</div><div><input type="radio"/></div></div><div><div>Not enough</div><div><input type="radio"/></div></div></div>	<div><div><div>Provided referrals to other organizations, programs and/or services (i.e. Dress for Success, Working Gear, resources specific to your industry, etc.)</div><div><input type="radio"/></div></div><div><div>Just right</div><div><input type="radio"/></div></div></div>	<div><div><div>Provided referrals to other organizations, programs and/or services (i.e. Dress for Success, Working Gear, resources specific to your industry, etc.)</div><div><input type="radio"/></div></div><div><div>Too much</div><div><input type="radio"/></div></div></div>	<div><div><div>Provided referrals to other organizations, programs and/or services (i.e. Dress for Success, Working Gear, resources specific to your industry, etc.)</div><div><input type="radio"/></div></div><div><div>N/A (Not applicable)</div><div><input type="radio"/></div></div></div>

3. Is there a topic you wish we had covered?

4. Which program workshop did you find most useful? (i.e. Informational Interviews, Building Confidence and Self-Esteem, Networking Skills or Leadership Skills). Please feel free to provide comments.

5. Did you set up an informational interview/exchange contacts with other mentees or mentors during our networking mingles/workshops?

Yes

No

6. Did participating in the program help you improve on the following job search activities? (Check all that apply).

Industry research skills

- ☐ Industry knowledge and "how-to"
- ☐ Cold calling
- ☐ Follow-up techniques
- ☐ Leadership skills
- ☐ Interview skills
- ☐ Presentation/self-marketing skills
- ☐ Professional image
- ☐ Employer expectations
- ☐ Knowledge of local job opportunities

Other (please specify):

7. Did participating in the program improve the following networking-related skills? (Check all that apply).

- ☐ Improved networking skills
- ☐ Elevator pitch practice
- ☐ Increased confidence
- ☐ Increased industry-specific contacts
- ☐ Increased professional contacts/network (could be outside of your specific industry)
- ☐ Informational interviews "how-to"
- ☐ Knowledge of and/or access to professional associations and groups

Other (please specify):

[illegible]

8. If you were in the one-to-one mentorship group, did you learn new information/skills from your mentor?

-

Yes

- 

Somewhat

-

Not much

-

No

-

N/A (not applicable)

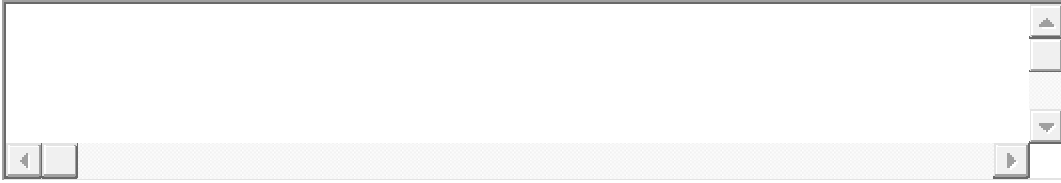
9. If you were in the one-to-one mentorship group, list something that you learned from your mentor.

[illegible]

10. What is the single most important thing you got out of the program?

[illegible]

11. What changes would you like to see to improve the program?



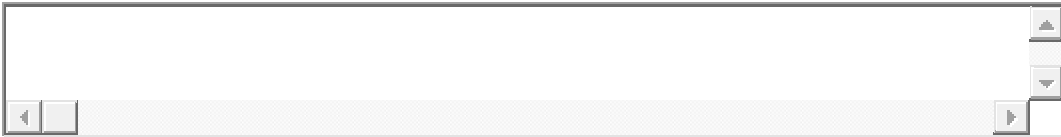
12. Overall, how satisfied were you with the NextStep program?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not satisfied
- ☐ Very unsatisfied

13. Would you refer this program to a friend?

- ☐ Yes
- ☐ No

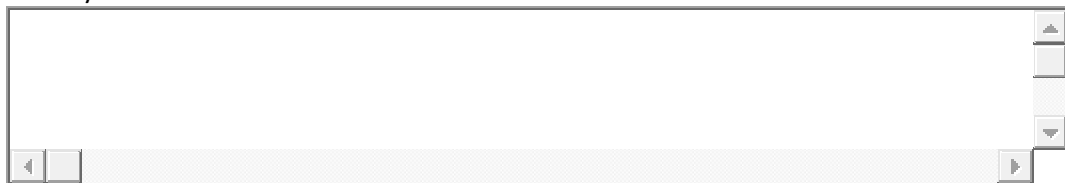
Why or why not?



14. Would you consider being a mentor in the future?

- ☐ Yes
- ☐ No

15. Any additional comments?



YWCA NextStep Mentorship Program Group and Peer Mentorship Stream – For Mentees

In an effort to promote the NextStep Mentorship Program we are hoping to have some quotes that can be used publicly (on our website, program promotional materials) to help inspire others to participate in the program.

This is where you could help out! If you are *not* comfortable providing a written testimony, that is totally okay. If you are, please take a few moments to complete the following:

What have you learned as a result of being involved with the NextStep Mentorship Program? What information or skills will you use in your job search either now or in the future?

In what way have the NextStep workshops and networking mingles been helpful to you?

What will you do differently in your job search as a result of being involved in the NextStep Mentorship Program?

The highlight of my participation in the NextStep Mentorship Program has been ...

First Name (optional): _____

Last Name (optional): _____

Use an Alternative Name: _____

Thank you!

YWCA NextStep Mentorship Program

One-to-One Mentorship Stream – For Mentees

In an effort to promote the NextStep Mentorship Program and recruit new mentees and mentors, we are hoping to have some quotes that can be used publicly (on our website, program promotional materials) to help inspire others to participate in the program.

This is where you could help out! If you are *not* comfortable providing a written testimony, that is totally okay. If you are, please take a few moments to complete the following:

What have you learned as a result of being involved with the NextStep Mentorship Program? What information or skills will you use in your job search either now or in the future?

In what way have the NextStep program elements (one-to-one mentoring sessions, workshops, networking mingles) been helpful to you?

What will you do differently in your job search as a result of being involved in the NextStep Mentorship Program?

My relationship with my mentor has enabled me to...

First Name (optional): _____

Last Name (optional): _____

Use an Alternative Name: _____

Thank you!

YWCA NextStep Mentorship Program
Mentee Training Evaluation – One-to-One Mentorship Stream

1. How would you rate the overall session?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Disappointing
- ☐ Very disappointing

2. How would you rate the facilitator(s)?

- ☐ Excellent
- ☐ Good
- ☐ Average
- ☐ Disappointing
- ☐ Very disappointing

3. From attending the session, I have gained relevant skills/techniques I can use in my mentorship match.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

4. From attending the session, I have gained relevant job search skills/techniques.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

5. The session has improved my confidence in building a successful mentorship match.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

6. What did you find most helpful/useful?

7. What did you find least helpful/useful?

8. What can we do to improve the session in the future?

YWCA NextStep Mentorship Program

Events & Workshops Mentors

In an effort to promote the NextStep Mentorship Program we are hoping to have some quotes that can be used publicly (on our website, program promotional materials) to help inspire other mentees and mentors to participate in the program.

This is where you could help out! If you are *not* comfortable providing a written testimony, that is totally okay. If you are, please take a few moments to complete the following:

From your perspective, how have you seen the mentees grow and change since they have been involved with the NextStep Mentorship Program?

From your perspective, in what ways have the NextStep program elements (workshops & networking mingles) been helpful to the mentees?

How has your experience as a volunteer mentor been beneficial to you personally and/or professionally?

What information or skills that were learned as part of the NextStep Mentorship program do you think the mentees may use in their job search either now or in the future?

First Name (optional): _____

Last Name (optional): _____

Use an Alternative Name: _____

Thank you!

YWCA NextStep Mentorship Program Mentor Match Evaluation

Thank you for participating in the YWCA NextStep Mentorship Program! We hope that you enjoyed volunteering as a mentor and are walking away knowing that you made a difference in your mentee's life and career path.

1. First and last name (optional):

2. Mentee's name:

3. How often did you meet with your mentee?

- ☐ 1-3 times
- ☐ 4-6 times
- ☐ More than 6 times

4. Did you complete your 6-month match? (Please note: you may choose to continue to meet with your mentee. By "complete", we mean regarding the program commitment of 6 months).

- ☐ Yes
- ☐ No

If not, why not?

5. Do you plan to stay in contact with your mentee beyond the 6-month mark?

- ☐ Yes
- ☐ No
- ☐ Not sure

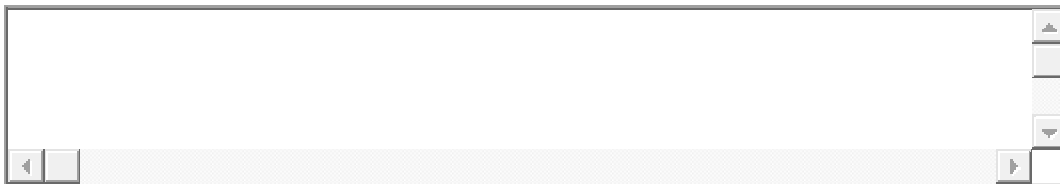
Comments:



6. Was your mentorship match a success? Do you feel your mentee is walking away with a better sense of what an effective job search looks like and how to create meaningful connections in their industry due to having met/worked with you?w

- ☐ Yes
- ☐ No
- ☐ Not sure

Why or why not?



7. Which of the following JOB SEARCH activities have you provided support for your mentee? (Check all that apply and provide specifics in the comment field). w

- ☐ Industry research skills
- ☐ Industry knowledge or "how-to"
- ☐ Cold calling
- ☐ Follow-up techniques
- ☐ Updated resume
- ☐ Improved cover letter
- ☐ Interview skills
- ☐ Presentation/self-marketing skills
- ☐ Professional image
- ☐ Employer expectations
- ☐ Knowledge of local job opportunities

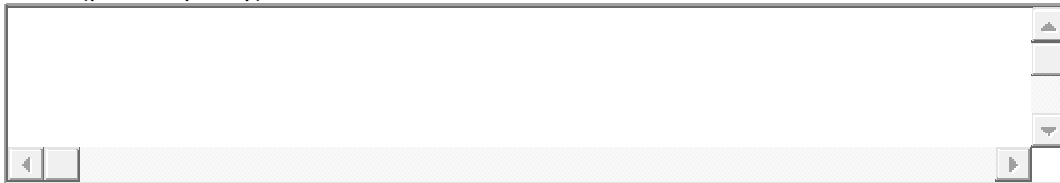
Other (please specify):



8. Which of the following NETWORKING related areas have you provided feedback and/or support for your mentee? (Check all that apply and provide specifics in the comment field). w

- ☐ Improved networking skills
- ☐ Increased confidence
- ☐ Industry contacts
- ☐ Informational interview referrals
- ☐ Knowledge of and/or access to professional associations
- ☐ Stronger sense of community
- ☐ Asking mentor for a reference
- ☐ Improved follow-up techniques

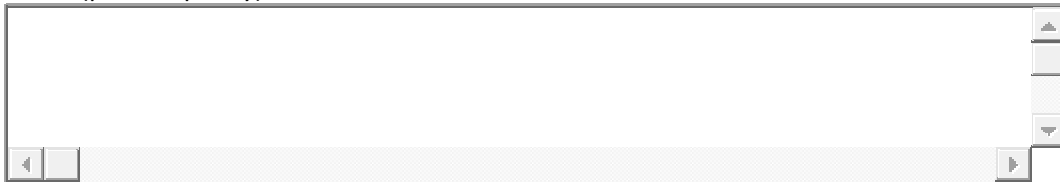
Other (please specify):



9. Which of the following LONG-TERM CAREER MANAGEMENT knowledge have you shared with your mentee? (Check all that apply and provide specifics in the comment field). w

- ☐ Long-term career action plan
- ☐ Professional training/upgrading
- ☐ Value of life-long learning
- ☐ Work/life balance
- ☐ Workplace communication
- ☐ Managing workplace relationships
- ☐ Credential recognition

Other (please specify):



10. What changes or improvement in your mentee did you observe? (Check all that apply and provide specifics in the comment field).

- ☐ Communication skills
- ☐ Job search knowledge
- ☐ Commitment to action plan
- ☐ Confidence and esteem
- ☐ Professional image
- ☐ Networking skills
- ☐ Taking initiative

Any other observations about your mentee?

11. How would you rate your overall experience with your mentee? w

- ☐ Very satisfying
- ☐ Satisfying
- ☐ Somewhat satisfying
- ☐ Not satisfying
- ☐ Very unsatisfying

Comments:

12. What was the best part of working with your mentee?

13. Would you consider being a mentor again in the future?

☐ Yes

☐ No

Why or why not?

14. Would you recommend mentorship to a friend or colleague?

☐ Yes

☐ No

Why or why not?

15. Any additional comments?

YWCA NextStep Mentorship Program Networking Mingle Evaluation – Mentors

1. Date of Networking Mingle:

2. How would you rate your overall experience at the mingle?

- ☐ Very Satisfied
☐ Satisfied
☐ Neutral
☐ Disappointing
☐ Very Disappointing

3. How many mentees were you able to network with?

- ☐ 0
☐ 1-2
☐ 3-4
☐ 5-6
☐ 7+

4. What type of advice/support did you provide the mentees? (Ex: 'I helped a mentee practice their elevator pitch and I shared contact information with another mentee').

5. Do you have any feedback or suggestions for our next Networking Mingle?

YWCA NextStep Mentorship Program

One-to-One Mentorship Stream – For Mentors

In an effort to promote the NextStep Mentorship Program we are hoping to have some quotes that can be used publicly (on our website, program promotional materials) to help inspire others to participate in the program.

This is where you could help out! If you are *not* comfortable providing a written testimony, that is totally okay. If you are, please take a few moments to complete the following:

How have you seen your mentee grow and change since they have been involved with the NextStep Mentorship Program?

From your perspective, in what way have the NextStep program elements (one-to-one mentoring sessions, workshops, networking mingles) been helpful to your mentee?

How has your experience as a volunteer mentor been beneficial to you personally and/or professionally?

What information or skills that were learned as part of the NextStep Mentorship program do you think your mentee may use in their job search either now or in the future?

First Name (optional): _____

Last Name (optional): _____

Use an Alternative Name: _____

Thank you!

