



## The Mentoring Partnership: Partners Meeting

Thursday, December 2, 2010

### Summary of Roundtable Feedback

#### 1. Empowering Mentors

- Offer an **online self-assessment tool** for mentors to assist them in assessing their suitability as a mentor before applying.
- **Peer support:** arrange **networking sessions/support circles** for mentors – to enable peer support and to promote sharing of challenges faced and best practices solutions learned between mentors. Create an opportunity for information sharing and best practices between corporate partners participating in TMP via a **mentor only online portal**. Create opportunities for seasoned mentors to coach/support new or potential mentors.
- **Networking:** encourage **mentor networking sessions between different sectors** and have supporting facilitators speak about pertinent business topics.
- Create a **mentor newsletter** which could also potentially be customised by partners or corporate coordinators, to include sector specific events happening during the period of the print.
- **Training and Support:** create online modules offering training and development resources for both the mentors and mentees prior to starting the relationship.

#### 2. Tapping into Corporate Partnerships

##### Mentor Recruitment and Recognition

Corporate Partners could consider:

- **Recognizing mentors' participation with a letter** indicating the mentors' participation in the program to their employer and with their direct manager. Offering **special incentives to mentors** (i.e. additional vacation time) in recognition of the hours spent mentoring.
- Incorporating mentoring as part of an employee's overall **professional development**.
- Increasing the profile of the mentoring program within organizations by highlighting **testimonials from high profile mentors** within the organization. Use mentor evaluation forms to **identify success stories** to help market TMP program internally.
- Providing **mentors with materials to assist them in promoting** mentoring to colleagues (e.g. success stories, info sheets etc.).



- **Holding mentor “each one, reach one” events** – hold information events and ask mentors to bring a friend or a colleague to learn more about the program.
- Tapping into **successful mentees who are** now able and willing to **become mentors**.
- Promoting mentoring to employees **as an opportunity to develop cross cultural** competency.
- Getting employees who are not able to mentor full-time to speak about their experiences to mentees through **lunch and learn sessions**.

#### Reaching new corporate partners

- **Create a corporate partner “each one, reach one” campaign** – ask existing TMP corporate partners to broker introductions to other organizations.
- Once TMP is well established with a corporate partner, explore how to **expand the program within the organization both locally and nationally**.
- Corporate partners could **invite other companies and/or their clients** to attend TRIEC and/or ALLIES events to introduce them to the program in low-risk environment.
- **Leverage corporate social responsibility opportunities** – for example Deloitte’s Impact Day and the United Way’s Day of Caring as a way to get new companies involved.

#### Adding value for mentors/mentees

- Develop **opportunities for mentees** e.g. job shadowing mentors and other staff.
- **Joint corporate partner networking sessions** following the model of the FMC/KPMG mentor/mentee networking event hosted at KPMG.
- **Sector specific communication and networking**: develop a system-wide information-sharing platform for mentors/mentees by sector to share sector-specific insights, industry events, job leads.
- Create **networking and communications opportunities within the corporate cohorts**, for example facilitated mentor/mentee discussions on topics of interest at the worksite or a toastmasters group sponsored by the corporate partner for the mentee cohort.

### 3. Engaging the Mentee Alumni Pool

- **Value**: past mentees are future mentors. Keep the mentees engaged in the program even after the mentoring relationship is completed.
- **Purpose**: it should be clearly defined and articulate the value of staying connected.
- **Ownership / Member-led**: engage members, not only the leaders, in the running the group activities. Give alumni an opportunity to define the direction (form an executive committee).



- **Format:** should be easy to participate and alumni could connect online (i.e. use platforms like LinkedIn).

**Possible activities:**

- **Networking events** (e.g. by sector), panel discussions or a speaker's bureau.
- Engage corporate partners to deliver **professional development workshops** for past mentees.
- Engaging former mentees in promoting the program to their employers; "each one, reach one" campaign for recruitment of individual mentors; recruit former mentees to act as spokespersons for the program.

**4. Workplace Language and Communication Challenges**

- Language levels can be an issue but we need to also **maintain some flexibility** (re: language in screening program mentees), to ensure that potential mentees whose language skills are adequate can benefit from the program and are not screened out by a strict adherence to a specific level.
- As a **mentor**, it is **important to be conscious of one's own assumptions** on what is "normal" in language. There is a need to better train/prepare mentors on how to broach sensitive issues around language and communications with mentees.
- Important to track complaints on language issues during the mentoring relationship to enable TMP to gauge how important an issue language is across the program.
- **Increase supports for mentors to address language/communication issues with mentees by providing:**
  - relevant case study scenarios in the orientation that address the specific challenge of addressing language and communication skills
  - referral resources for appropriate language programs that the mentor could offer to the mentee
  - tips in the handbook on supporting communication and language skills development e.g. joining a Toastmasters group, talking to a new person every day
  - offer targeted training for mentors delivered in person, by webinars or online.
- **Approach experienced mentors** to see if they would be willing to **work with specific mentees who have more communications challenges** - develop a pool of mentors able to fill this need.
- The TMP or corporate partners could develop a **partnership with Toastmasters** and facilitate sessions for cohorts of mentees mentors.



## 5. Defining and Measuring Success

Beyond employment outcomes, the following success measures were identified.

### **Metrics for Mentees:**

- Confidence in ability to successfully present skills, knowledge and experience to potential Canadian employers
- Capacity to network and broaden professional network: pre- and post-mentoring networks / social capital
- Understanding of norms and expectations in the Canadian workplace
- Understanding of the Canadian labour market, particularly in relation to mentee's field/discipline
- Ability to identify additional opportunities which previously may not have been aware of or considered
- Increased awareness of programs and resources to support job search
- Ability to identify educational upgrading required in profession/career
- Number of postings to which the mentee applied with mentors' assistance, number of interviews
- Achieved meaningful employment in targeted industry/role

### **Metrics for Mentors**

- Confidence in ability to provide guidance to a new immigrant professional
- Understanding of resources and programs available to support new immigrant professionals
- Broadening of mentor's own networks
- Gained skills and knowledge relevant to career development
- More effective coaching/mentoring skills
- Satisfaction levels of mentors

### **Metrics for Corporate Partner's Perspective**

- Increase in mentors' leadership capacity
- Perceived increase in cross-cultural competencies of staff
- Professional/personal satisfaction with opportunities to 'make a difference'

### **Metrics for Service Delivery Partners**

- Uptake on other programs, resources and events in the organization pre and post program
- Mentees success in obtaining employment in his/her field or career stream
- Number of suitable matches made
- Participation by mentee in post program events
- Extent to which mentors continue to use resources offered by the community partner

### **Metrics for TRIEC**

- Extent to which mentors and mentees use the resources offered by TRIEC
- The number of successfully completed matches
- Number of repeat mentors
- Effectiveness of processes

## 6. Other Program Development Ideas

- **Strengthen program quality assurance**, for example by offering more “consistent” coaching to improve availability, expectation management and mentor support.
- Organize **orientation sessions** for both the mentors and mentees **with a more informal and personalized** approach.
- Ensure **regular monitoring and follow-up of the mentor/mentee relationship** – set out mid point checks during the four month period to determine with both mentor and mentee if any additional support or course correction is required to make it more effective.
- **Improve post-mentoring mentee tracking** to help identify successes that can be leveraged in future mentor recruitment.
- Develop **pre- and post-assessments** for mentees to measure progress against established metrics.
- Work closely with corporate and community partners to ensure that the feedback received from mentors and mentees is **used for continuous improvement of program delivery**.
- **Reach out to sector specific recruiters** from the corporate sector to provide support with the pre-screening of the mentee resumes, interview preparation, etc. and to enable them to be more effective in their job search process.