



MIGRANT LEADERS

connections · capabilities · courage

Migrant Leaders Mentees Guide and Code of Conduct



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1. Welcome to the Migrant Leaders Development Programme

Welcome and congratulations on being selected for the Migrant Leaders Development Programme (MLDP). We want to work with you towards achieving your career ambitions with the help of our volunteer Mentors.



There are many mutual benefits of participating in a mentoring programme for the Mentors and Mentees. We hope you find being mentored a powerful and positive experience. To help you get the most out of your experience the following information will outline what to expect from the programme. We believe that every young person should have the chance to succeed. Your Mentor will be an industry expert able to make an extraordinary impact on the lives of exceptional young people like you across the UK. In this document we outline what you can expect from us and what we expect from you. We direct you to policies that we have put in place to guide you in your Mentee role and explain your responsibilities. We also include contact details if you need any further information or support. Please keep a copy of this Mentees Guide and Code of Conduct for reference.

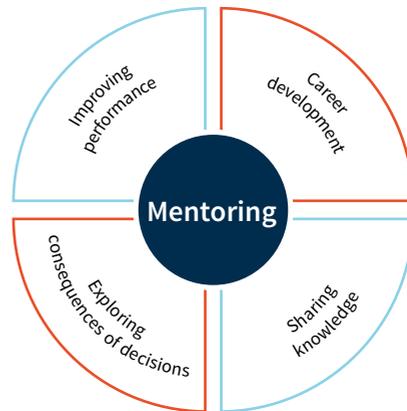
You can contact us for appropriate support at any time by emailing our Mentoring Programme Team on mentees@migrantleaders.org.uk. We will respond within a reasonable time during our Mentoring Programme Team working hours of Mondays to Fridays 9am to 5pm. We also encourage you to provide feedback to us as part of our annual programme feedback process.

For safeguarding issues, you may refer to our policies in this and other documents we provide you. You must report safeguarding and other issues to our Head of Mentoring Programme on mentees@migrantleaders.org.uk. We will elevate issues to our designated Head of Safeguarding, Elham Fardad, and one of our independent Trustees as our Senior Head of Safeguarding who you can contact on compliance@migrantleaders.org.uk as appropriate.



2. Mentoring and the Migrant Leaders Development Programme

Mentoring is defined as a process of helping someone learn and develop faster than they would otherwise by offering time and expertise to you as Mentees. It focusses on your future and the broader skills needed for your personal and career development. Your Mentor can be regarded as a guide who has volunteered because she or he wants to pass on lessons learned through first-hand experiences so that you will benefit as well. Your Mentor will aim to improve your performance, help you develop your career, share their knowledge and explore the consequences of your decision making:



Your Mentor will do this by:

Managing the relationship with you

Encouraging you

Nurturing you

Teaching you

Offering mutual respect

Responding to your needs

David Clutterbuck, 2004

What is the Migrant Leaders Development Programme?

Our talented young Mentees have enrolled onto the Migrant Leaders Development Programme (MLDP) where they will, over the years, be guided by online learning modules, one to one Mentor guidance, conferences and workshops. To be successfully enrolled on the MLDP candidates will have completed an application and interview process. Successful MLDP candidates are carefully matched to a suitable Mentor based on their skills, interests and availability so that they receive the best relevant support possible.

Refer to Appendix A - Our Young Leader Model and Learning Journey Framework

What is the Mentee's time commitment?

Ideally, a Mentor/ee is expected to commit to around one hour telephone time per week for a minimum of a year. Mentees should evaluate expectations agreed with the Mentor after each session in order to plan and initiate relevant topics for discussion for their next session. Mentees should endeavour to complete the Migrant Leaders Development Programme in its entirety. This will enable Mentees to acquire key skills to help them through major milestones of their student and university life right up to gaining employment after their studies. Once Mentees graduate from the Migrant Leaders Development Programme, they will be presented with a certificate at an awards ceremony. Mentees will continue to be part of the Migrant Leaders family network and will also have opportunities to give back by mentoring other young people.

3. *Mentoring and Mentee relationships and support offered*

What are the benefits of Mentoring?

During the mentoring programme Mentees should learn key communication skills and gain relevant knowledge. For example Mentors might discuss theoretical and practical issues of a chosen industry or technical field to enhance understanding of key corporate requirements. Depending on their level of engagement, Mentees will build professional networks and a support system which in turn will increase their confidence and self-esteem.

All Mentor/ee relationships are unique and as such a Mentor can provide support in a number of ways such as:

- **Sounding Board** - to test ideas and suggestions
- **Facilitator** - to point to potential opportunities
- **Advisor** - to provide objective advice on a range of career related issues
- **Motivator** – to encourage the achievement of goals and boost morale
- **Challenger** – to challenge assumptions and encourage alternative thinking

- **Role Model** – to promote positive industry related behaviour

We provide you with appropriate support from our Mentoring Programme Team and our wider Migrant Leaders Development Programme of training, conferences and online digital learning modules. Our Migrant Leaders Development Programme is robustly underpinned by our Young Leader Model, developed through consultation with experts and our Young Leaders Panel, in order to help us and support you in developing capabilities and characteristics. We have developed this framework

and learning journey in order for you to become future leaders, promote sustainable leadership and make positive contributions to the British economy and society. You can see this framework and learning journey in Appendix A of this document with further details on our website.

As a Mentee your Role Statement is as follows:

- Develop a schedule of phone call meetings agreed by the Mentor
- Organise an (informal or formal) agenda of discussion topics for the phone call meetings
- Contribute to discussion and resolution of issues raised in meetings and explore own strengths and development needs

The Mentee may achieve their role by:

- Sharing their particular interests, discussing and developing these for career planning/ goals
- Reviewing and reflecting on their experiences as a young person in the workforce
- Willingness to share their hopes, needs and expectations and always having an open frame of mind

A successful Mentee will:

- Organise all meetings with their Mentor
- Commit fully to the mentoring programme
- Take responsibility for their own personal and professional development and opportunities
- Seek constructive feedback
- Accept new responsibilities and challenges

4. *Setting Boundaries and Safeguarding*

To ensure you get the best from your mentoring sessions it is important boundaries are set and clearly understood. The responsibilities of Mentees and Mentors are as follows:

- Act ethically and with mutual respect
- Maintain strict confidentiality and professional boundaries
- Commit to attend all prearranged meetings
- Discuss expectations in the first meeting and review as meetings progress

Migrant Leaders (ML) recognises that all young people have the right to freedom from abuse and to be in an environment where safety,

security, praise, recognition and opportunity for taking responsibility are available. ML will ensure that the welfare and safety of the young person is paramount and that we will constantly strive to provide an environment free from abuse. ML takes seriously its responsibilities to support Mentors in their role with young people. An important part of this is to establish appropriate boundaries to operate within.

If you are in any way concerned about any aspects of the relationship with your Mentor contact mentees@migrantleaders.org.uk



5. *Migrant Leaders' Commitments*

Our values are to generate a friendly, positive, inclusive atmosphere that celebrates success and acknowledges the Mentees' and Mentors' commitment of time and effort to developing our young people.

We offer equal opportunities to everyone who Mentors/ees in accordance with our Equality & Diversity Policy.

To our Mentees we will provide materials and information about our vision, goals and programmes through Mentee dedicated conferences and via the ML website.

Our controls include; handling your data in line with ML Confidentiality and Data Protection policies.

We give you access to all relevant ML policies via our website which can be accessed at www.migrantleaders.org.uk



6. Migrant Leaders' Expectations

What we expect from ML Mentees:

Commit to Migrant Leaders:

- Full commitment to the programme and investment of your time, energy and personal input
- Register on the ML website as a Mentee member
- Know the ML team structure and who to report any worries or complaints
- Be aware that you will be representing ML and your school/college
- Attend conferences that you need to build capability while prioritising your studies

Respect your Mentor:

- Always be respectful and courteous to your Mentor
- Respect your Mentor's confidence and trust
- Be considerate and respect your Mentor's time and availability
- Return phone calls promptly and be on time for commitments and meetings

- Seriously consider all advice/suggestions given to you
- Make only positive or neutral comments about your Mentor to others
- If you disagree with your Mentor's behaviours or attitudes discuss it with him/her directly
- Treat the mentoring connection as strictly professional, still be yourself and friendly but don't intrude into your Mentor's personal life or expect to be close friends, any romantic or sexual involvement is inappropriate

Respect yourself:

- If your Mentoring connection gives rise to any inappropriate behaviour by you or your Mentor, you must tell ML immediately
- Inform ML of any problems or worries that arise so that we can work towards effective solutions
- Inform ML of any changes in your circumstances that affect your ability to participate in the Development Programme

- Do not participate in any activity likely to damage your or ML's reputation, including but not limited to criminal activity, bullying, harassment.

If you are not sure about what to do or how to behave ask for guidance from ML Mentoring Programme Team or ask your Mentor.

Migrant Leaders Contact Details:

web www.migrantleaders.org.uk
email mentees@migrantleaders.org.uk



7. Behavioural Standards

To meet and maintain our responsibilities towards young people we expect standards of good behaviour which form a code of conduct for all Mentees. Good practice includes:

- Treating all Mentors with respect
- Encouraging positive, respectful and safe behaviour including challenging inappropriate or discriminatory language or behaviour
- Avoiding any behaviour which could lead to suspicions of anything other than a professional relationship with Mentors
- Reading and understanding ML's policy on Safeguarding
- Avoiding the use of sexualised or derogatory language, including jokes
- Alcohol, drugs or substance abuse is not permitted at any ML event

8. Confidentiality and Data Protection

ML will keep information it holds about Mentees confidentially in compliance with the Data Protection Act 2018 and GDPR. All Mentees are expected to comply with ML's Confidentiality Policy & Data Protection Policy in relation to their ML activities and to keep confidential any ML information not already in the public domain of which they become aware during their involvement with Migrant Leaders.

9. Health & Safety

ML expects Mentees to operate in accordance with its Health & Safety Policy by:

- Taking all reasonable measures to ensure your own health and safety as well as that of other Mentees who may be affected by your actions or failures to take action
- Reporting accidents, incidents or dangerous circumstances, whether anyone has been injured or not to mentees@migrantleaders.org.uk
- Following ML Health & Safety Policy and the policy of any other organisation on whose premises you may be operating
- Dial 999 in case of an emergency

10. Expenses

Mentees will be self-funded and encouraged to attend all ML events. In case of hardship email mentees@migrantleaders.org.uk and we will consider assistance on a case by case basis.

11. Whistleblowing

Any Mentee who wishes to raise a concern with ML about anything they come across during the course of ML activity they believe to be wrong or bad practice may do so by contacting compliance@migrantleaders.org.uk ML aims to operate its policies clearly and transparently and to ensure such concerns are addressed appropriately in a timely manner. Any such concern will be treated by ML confidentially unless it is inappropriate to do so.

12. Media Contact and Social Media

Mentees are expected to protect ML's reputation and not share any information or opinions on social or other media that conflicts with our brand, policies or could bring the charity into disrepute. Should any Mentee receive any requests, such as an interview, s/he must direct the request to ML for consideration by emailing Elham Fardad at efardad@migrantleaders.org.uk

13. Ending Your Participation in Migrant Leaders Development Programme or with Your Mentor

It is hoped that Mentees will complete the full MLDP, however, if you wish to leave or change Mentor, you are free to make that choice. ML asks that you give us the opportunity to arrange a discussion about your experience prior to making a final decision, in order to ensure that we can learn from your time with us, particularly any lessons that will improve the way we operate in the future. You can email our Mentoring Programme Team on mentees@migrantleaders.org.uk

It is realistic that a small minority of Mentee and Mentor relationships do not work and will need early closure. This could be because of differing interests, schedules or personalities. In all such cases no fault is attributed to either party and participants will be encouraged to take part in future programmes. If either the Mentor or Mentee does not feel comfortable in closing the relationship, the ML Mentoring Programme Team is able to assist and can act as the facilitator to professionally close the relationship. In these instances, the person initiating

the closure should contact the Mentoring Programme Team as soon as the decision has been made so the relationship can be closed promptly. ML will contact the other person and notify them of the closure of the relationship.

The Mentoring Programme Team will speak to each Mentee individually to discuss continuing your participation in MLDP and matching you with another Mentor.

14. Feedback

ML wishes to operate in an inclusive and transparent manner and welcomes feedback, comment or complaint at any time. This can be a time to acknowledge the programme's value, appreciate the time and contributions of the Mentors and the lessons learnt by both Mentors and Mentees. It is helpful to reflect on each other's professional and personal development and offer feedback to ML. Comments should be sent in writing to mentees@migrantleaders.org.uk. ML will aim to respond appropriately and in a timely manner. We want to learn from your experiences with us in order to improve the ways in which we operate so we intend to offer any Mentee who wishes to end his or her involvement with ML the opportunity to discuss their time with us. In addition, we do conduct a formal annual feedback survey for our Mentors and Mentees and publish the results annually.

15. Mentees Agreement

By joining the Migrant Leaders Development Programme, you are accepting our Mentees Guide and Code of Conduct. This agreement has no intended employment relationship either now or at any future time. This agreement is only binding in honour; it is not a legally binding contract and may be cancelled at any time at the discretion of either party.

Appendix A

Our Young Leader Model and Learning Journey Framework: The Young Leader

Adds Value

Attains the motivation and self discipline required for real focus on operationalising a vision, supporting plans and execution of those plans

Works at Pace

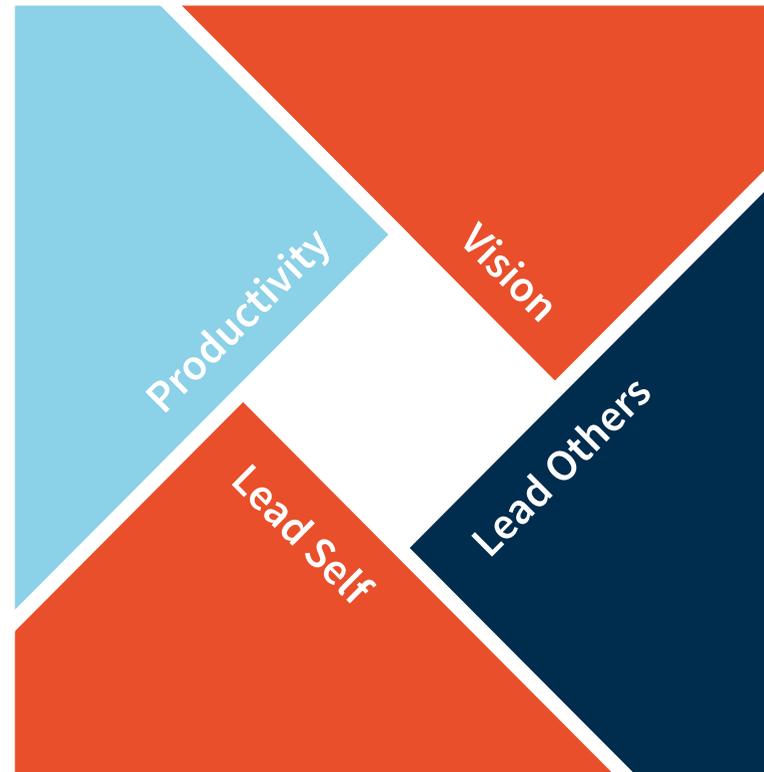
Demonstrates continued determination and the physical and mental endurance and momentum required to see through to the end objective & beyond

Builds Self

Develops self awareness and gains an understanding of own needs in order to achieve happiness. Maintains a positive attitude, builds resilience and patience in achieving own personal objectives

Instils Trust

Demonstrates behaviours and strengths that instil trust in a leader. These include the ability to inspire, confidence, decisiveness and clear communication



Intense Ambition

Attains a firm belief in own ability to achieve own objectives and has the courage to commit to that responsibility

Vision of the Destination

Has the creativity, intuition and proactivity to devise a vision of the end result. Leverages curiosity and adapts vision to the environment and resources

Builds Others

Demonstrates gratitude for opportunities and makes positive contributions to society. Sets an example through personal integrity, empathy, compassion and respect for others

Trusts Others

Learns to trust others and give people a chance so we place trust in each other and demonstrates this through flexibility of approach, honesty and tact

These 4 level 1 'capability components' describe our 'Young Leader Model' framework. No leader is the best in all these 8 level 2 traits, though the strongest leaders achieve a good level on all 8 traits while showing exceptional strength in particular traits. This framework aims to balance work and people skills. The critical factor determining young leaders' development is early self awareness and guidance on the level 3 behaviours,

capabilities, values, emotional and social intelligence needed to succeed in their life in Britain and their chosen career. It is assumed that 'technical functional expertise' to enable progression in their chosen career is developed during their education, work experience and employment when they are on the right path leveraging the above traits.

Our programme participants are guided through the learning journey designed to support and build their capability and character

YEAR 1 → YEAR 2 → YEARS 3-5 → BEYOND



How to Get the Best Out of Your Mentoring Programme On Boarding Materials

Raise Aspirations ML Think Big campaign

Build Confidence & Resilience ML online modules

Build Character & Integrity ML Character Cards

Enable Education Participation in Higher Education Conference

Build Future Leaders ML Leadership online Young Leader modules

Build Life Leadership Life skills workshops and sustainable leadership

Boost Access ML Leaders Like Us campaign

Unlock Capability Workshops on target topics

Connect Conferences Networking events with top firms – London & Regions

Show Possibilities ML Mentees invited to corporate events

Share Leading Practice Expert top firms speakers

Give Back to Britain ML alumni to mentor British in deprived areas

Strengthen Support ML Leadership App for 24/7 support and mental health

Build ML Community ML website members discussion forum



1-2-1 Mentor weekly 30 min calls and monthly meetings

Formal mentoring

Connection to other mentors based on specific personal and professional needs

Formal referrals

Top 10% get further support to accelerate faster

Based on exam results, interview with Super Mentor and other criteria



1 Week formal work shadowing at mentor's or other place of work

Other informal work experience opportunities such as a day at a top firm or public sector events

Ongoing learning through formal work placements such as summer internships at top firms and public and voluntary sector organisations

Graduation from Migrant Leaders™ Programme and Ongoing Support:

Participants who graduate from the programme successfully based on participation and achievement of individual targets would be given access to the network of contacts of all the registered mentors of the charity

Appendix B

Annual Mentee Progress Report Template

Migrant Leaders Mentors are required to complete a progress report for each of their Mentees on an annual basis by December 31st. The purpose of this process is for Migrant Leaders to measure and monitor the performance of Mentees and support their success. This process also helps us to continuously improve our programme.

Thank you in advance for your assistance with this important aspect of our development programme. You will find the online version of this form on our website for the submission of your Mentee Progress Report.

Please provide a summary of your Mentee's progress this year:

Mentee Full Name: _____

Mentor Full Name: _____

Overall Performance: Met/Exceeded/Underperformed against expectations

Summary of Mentee's Performance Against Agreed Targets/Goals:

If you have discussed his/her performance how did they respond?

How can Migrant Leaders support you further to help your Mentee fulfil his/her potential?

How to get involved

www.migrantleaders.org.uk

@ mentees@migrantleaders.org.uk

[linkedin.com/company/migrant-leaders](https://www.linkedin.com/company/migrant-leaders)

twitter.com/MigrantLeaders

[facebook.com/MigrantLeadersUK](https://www.facebook.com/MigrantLeadersUK)

[instagram.com/migrantleaders_](https://www.instagram.com/migrantleaders_)



FARDAD
FOUNDATION

The Fardad Foundation (TFF) is a UK registered charity that works directly with young people from deprived neighbourhoods, educational institutions and employers to provide bespoke support pathways towards the fulfilment of their true potential. TFF develops and delivers programmes, working with third parties and volunteers. Incorporated independently, TFF is governed by a diverse Trustees Board.

The Fardad Foundation (TFF) is registered as a charity with the Charity Commission in England and Wales with registered charity number 1176049.