



**MIGRANT LEADERS**

*connections • capabilities • courage*

# Migrant Leaders Mentoring Guide and Code of Conduct



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# 1. Welcome to Volunteering with Migrant Leaders

Welcome and thank you for agreeing to mentor with Migrant Leaders (ML), we hope you will find being a Migrant Leaders Mentor both fulfilling and rewarding.



We want you to know how much we appreciate you giving your time, knowledge and professional know-how to mentoring our Mentees in order to help them develop both personally and professionally and achieve their full potential in their chosen careers.

We believe that every young person should have the chance to succeed. As an industry expert you have the power to make an extraordinary impact on the lives of exceptional young people 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 mentoring role and explain your responsibilities. We also include contact details if you need any further information or support from us. Please keep a copy of this Mentoring Guide and Code of Conduct for reference.

You can contact us for appropriate support at anytime by emailing our Mentoring Programme Team on [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk). We will respond within a reasonable time during our Mentoring Programme Team working hours of

Mondays to Fridays 9am to 5pm.

On occasions when you might like to elevate an issue further you may contact our CEO Elham Fardad on [efardad@migrantleaders.org.uk](mailto:efardad@migrantleaders.org.uk). 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 Operations, our Designated Safeguarding Lead, on [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk). We will elevate issues to our Senior Safeguarding Lead, Elham Fardad, and our Trustee for Safeguarding who you can contact on [compliance@migrantleaders.org.uk](mailto:compliance@migrantleaders.org.uk) as appropriate.

For all other enquiries including potential interest for partnership with ML and corporate sponsorships from your organisation please contact Elham Fardad on [efardad@migrantleaders.org.uk](mailto:efardad@migrantleaders.org.uk).



## *2. Mentoring and the Migrant Leaders Development Programme*

Mentoring is defined as an informal and supportive relationship whereby a more experienced person undertakes to help a less experienced person to learn about his/her professional experiences, roles and industries resulting in the Mentee making significant transitions in their knowledge, work and thinking.

### **The impact of mentoring:**

By giving just a few hours of your time a month, you can make a real difference, creating young leaders through developing their personal and professional skills. In the context of promoting social integration and cohesion ML seeks to improve young people's resilience and facilitate the creation of a new generation of leaders/ role models. By connecting young people from disadvantaged, hard-to-reach communities with relatable role models ML intends to help increase their confidence and improve their chances of fulfilling their potential. Your mentoring will:

- Provide impartial advice and encouragement
- Develop a supportive relationship
- Assist with problem solving
- Improve self-confidence
- Offer professional development
- Encourage personal reflection

### **The Migrant Leaders Development Programme:**

Our talented young Mentees have joined 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 and our pre-mentoring programme. 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.

### **The Mentor's expected time commitment:**

Ideally, a Mentor is expected to commit around 2-3 hours per month, including preparation and call time. This pattern may change by mutual agreement between the Mentor and Mentee depending on their respective needs, availability and personal or professional/academic commitments. We hope that Mentors will volunteer for a minimum of one year but would encourage the relationship to continue beyond that where it is mutually beneficial.



### *3. Mentor & Mentee Roles and Support from Migrant Leaders*

#### **What are the benefits for Mentees of being mentored?**

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

#### **As a Mentor your Role Statement is as follows:**

- Establish contact with your Mentee
- Provide remote mentoring sessions by voice or video call
- Support your Mentee to organise an (informal or formal) agenda of discussion topics for the phone meetings

- Encourage your Mentee to contribute to discussions and the resolution of issues raised in meetings
- Facilitate the exploration of the Mentee's strengths and development needs
- Provide an annual report on your Mentee's progress

#### **Mentors can provide support in a number of ways:**

- **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 question assumptions and encourage alternative thinking
- **Role Model** – to promote positive industry related behaviour

#### **Encourage the Mentee to grow through your mentoring by enabling them to:**

- Share their interests, discuss and develop these for career planning/ goal setting
- Review and reflect on their experiences and learning as a young person in different situations and environments
- Share their hopes, needs and expectations
- Develop a positive and open mindset

#### **Set expectations for your Mentee to:**

- Organise (eventually) all their meetings with you
- Commit fully to the mentoring programme
- Take responsibility for their own personal and professional development
- Seek opportunities and constructive feedback
- Accept new responsibilities and challenges
- Learn and grow from the experience

#### **Support from Migrant Leaders:**

We provide you with appropriate support from our Mentoring Programme Team such as our on-boarding materials, including this Guide and Code of Conduct, induction and briefings at our annual Mentors Conference, regular Newsletter updates, access to Migrant Leaders Policies on our website and a dedicated email contact for ad hoc enquiries: [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk)

## 4. Migrant Leaders' Expectations

### Mentors are asked to:

- Commit to the Migrant Leaders vision and values
- Aim for high quality standards in delivering mentoring to our Mentees
- Participate and engage with our MLDP by delivering on commitments
- Submit an annual progress report on your Mentee's performance
- Register on the ML website as a Mentor member

[www.migrantleaders.org.uk](http://www.migrantleaders.org.uk)

We hope that, as an effective Mentor, you are able to have purposeful conversations increasing Mentees' confidence, effectiveness and employability skills. Our recommendation is for you to be:

- **Curious** – to be genuinely interested in the Mentee's perspective
- **Responsive** – focusing on and getting in touch with your Mentee's moods and meaning
- **Assertive** – to reinforce your messages when challenged
- **Focused** – on achieving positive outcomes from each mentoring session
- **Thoughtful** – being considerate of your Mentee's needs and feelings.

We expect you to protect our reputation. Mentors are to behave with equivalent levels of professionalism as in paid work and be a positive role model for our Mentees. Familiarise yourself with and operate in your volunteering role in accordance with the policies referred to throughout this document and any other applicable ML policies and procedures.

It is important for Mentors to know how to operate within ML's ethical framework and maintain boundaries. ML will support you in this by building your confidence in applying your mentoring skills through self reflection and developing your understanding of the preparation required for mentoring sessions. We want you to support Mentees to understand how and why an ethical framework is important for developing their confidence, employability and self-advocacy.

Mentors should inform the ML Mentoring Programme Team 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 perform your role as a volunteer Mentor. You can contact our Mentoring Programme Team by emailing [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk)



## 5. *Setting Boundaries and Safeguarding*

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 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.

We provide our Mentors with our Safeguarding Policy Statement and Procedures and our Mentors are asked to provide a Disclosure and Barring Service (DBS) check as appropriate.

Mentors are to be fully aware of the requirements of this policy and ensure all incidents are reported to our Head of Operations using our Safeguarding Incident Reporting Form.

As ML's Designated Safeguarding Lead our Head of Operations, supported by the CEO, will be responsible for the management of all safeguarding incidents, provide

the main point of call for advising and coordinating safeguarding cases, and liaise with external bodies where required.

In the meantime, here are some boundaries to get you thinking. What would you do in the following situations?

1. A Mentee asks if they can take your contact details (mobile number, email address) to send you a few further questions
2. A Mentee requests you as a friend on Facebook or follows you on Twitter
3. A Mentee asks to meet within or outside of working hours to go through, for example, her CV
4. A Mentee says he is in a crisis
5. A Mentee asks for your help with course work or asks if you can arrange some work experience
6. A Mentee asks personal questions about your private life, your success story or tells you about their home life

Our guidance on such scenarios is as follows;

1. We suggest, as the Mentee is over 16 years old, provide them with a copy of your business card (your professional and public facing contacts only) but set boundaries about their

contact with you and manage their expectations about your response. E.g. timing, content, links, images etc.

2. ML **strongly recommends** that you do not share your personal social media channels with Mentees. Social media engagement could result in unsolicited and inappropriate sharing of information that could put you and the Mentee at risk.

3. ML does not offer a face to face mentoring programme. If you believe a 1:1 meeting would be of benefit to the Mentee consult the Head of Operations on your plans and for approval **before** arranging any meeting which, if it proceeds, should be in a public place in view of other adults. This is especially important where the Mentee is still at school. See 5 below for alternatives to 1:1 meeting.

4. If a Mentee is in a crisis, please consider whether the nature of the request alerts you to any risk to their personal safety and if so, act in accordance with the ML Safeguarding Policy Statement and Procedures. Never promise a young person complete secrecy as your obligations may require disclosure.

5. Ask them specific questions about why they want help on course work

to assess whether you can help. We would suggest help is best offered by discussing the subject matter in a planned mentoring session or, if you have time, by commenting on a draft with suggestions for improvement. ML encourages young people to network and seek opportunities through our conferences and relevant work experiences in the Mentor's organisation which is mutually agreed with their Mentor and in accordance with its Safeguarding procedures

6. As with sharing social media information ML **strongly advises against** sharing personal details about family and home life but publicly available details about your career success story are helpful to Mentees to learn about routes into their chosen field.

ML will provide you with further information on required DBS documents and checks when necessary. If you haven't received these please contact [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk)

You can find the Safeguarding Policy and Procedures and other policies on our website [www.migrantleaders.org.uk](http://www.migrantleaders.org.uk)

## 6. Behavioural Standards

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

- Treating all Mentees with respect
- Being alert to changes in a Mentee's behaviour and signs of abuse and neglect
- Encouraging positive, respectful and safe behaviour among Mentees including challenging inappropriate or discriminatory language or behaviour
- Avoiding any behaviour which could lead to suspicions of anything other than a professional relationship with Mentees even if the relationship is consensual
- As a person in a position of trust, not entering a sexual relationship with a Mentee
- Avoiding the use of sexualised or derogatory language, including in jokes
- Avoiding behaviour or language which could be interpreted as favouritism
- Being clear on professional boundaries and conduct with other staff/volunteers when young people are present
- Being aware that the personal, family circumstances and life styles of some young people lead to an increased risk of abuse
- Setting a good example by conducting ourselves appropriately, including online
- Reading and understanding the ML policy on Safeguarding

## 7. Migrant Leaders' Commitments

Our values are to generate a friendly, positive, inclusive atmosphere that celebrates success and acknowledges your commitments of time and effort to developing our young people.

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

To our Mentors we will provide materials and information about our vision, goals and programmes through Mentor dedicated conferences and through the ML website and our other communications.

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

We provide access to all relevant ML policies which can be found on our website at

[www.migrantleaders.org.uk](http://www.migrantleaders.org.uk)



## *8. Confidentiality & Data Protection*

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

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## *9. Health & Safety*

ML expects Mentors to operate in accordance with its Health and Safety Policy by:

- Taking all reasonable measures to ensure your own health and safety as well as that of 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 [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk)
- Dial 999 in case of an emergency
- Following ML Health and Safety Policy and the policy of any other organisation on whose premises you may be operating

## *10. Whistleblowing*

Any Mentor 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](mailto: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.

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## *11. Media Contact and Social Media*

Mentors 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 that could bring the charity into disrepute. Should any Mentor 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](mailto:efardad@migrantleaders.org.uk)

## *12. Ending Your Volunteering with Migrant Leaders*

It is hoped that Mentors will volunteer for at least 12 months in order for the Mentee to get the most out of their experience however, ML recognises that there may be circumstances that cause you to consider leaving your role as a Mentor and 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 that we can learn from your time with us, particularly any lessons that will improve the way we operate in the future. We do endeavour to build a fruitful long-term relationship with our Mentors.

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## *13. Feedback*

ML wishes to operate in an inclusive and transparent manner and welcomes feedback, comment or complaint at any time. These should be sent in writing to [mentors@migrantleaders.org.uk](mailto:mentors@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 intend to offer any Mentor 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.

## *14. Volunteer Agreement*

By joining the Migrant Leaders Development Programme you are accepting our Mentoring 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.



## 15. Mentor FAQs

### How much time will I be expected to give to mentoring?

Typically, you can expect to spend 2-3 hours per month to prepare and speak to your Mentee. When and how often you hold the remote mentoring sessions is up to you to agree with your Mentee. Think about your own commitments and encourage your Mentee to consider theirs so that it is easier to keep to the agreed times and complete agreed tasks.

### I've emailed my Mentee but haven't had an answer, what shall I do?

This can be an issue with the age group of our Mentees; they may be preparing for exams/tests or have a lot of homework that is taking up their concentration. Many of them are teenagers and they still have to learn how to operate in a professional manner. We recommend using as many communication channels as possible; email, text, WhatsApp, voicemail and a little more patience. If you still don't get a response refer it to us by email [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk) and we'll see what we can do.

### The mentoring started off well, but I haven't heard from my Mentee in a while, what should I do?

Similar to the situation above, sometimes Mentees shift their focus to what is immediately in front of them e.g. homework, exams, their parents and family expectations, they may have part-time work or volunteering as well. What was the last conversation you had with your Mentee, is it possible that s/he is feeling overloaded at the moment and needs a bit of space to shift some things off their workload? We would recommend you write a friendly, supportive email with some constructive feedback from your mentoring sessions so far, tell them you will give them some space but check in again in a few weeks' time and will remain available to arrange a call when they are ready. This will help keep the lines of communication open and encourage openness. You might need to send a text to remind them to check their inbox!

### When should I complete the annual progress report on my Mentee?

We would like these to be sent to us by the end of December each year please, they can be found on our website.

### I would like to meet my Mentee for a chat over coffee, is this allowed?

Migrant Leaders doesn't offer face to face mentoring, especially for Mentees that are still at school. If you feel this will be the best way for you to support your Mentee at this time please email us first so that we can consider the Safeguarding issues and offer our advice before you go ahead and make plans. Where your Mentee is older, maybe they've moved on to university and are more independent young adults this is more acceptable provided you have given thought to your Safeguarding responsibilities and are satisfied that your Mentee is not in a vulnerable state, if any doubt exists contact us first.

### I've been matched with a potential Mentee but don't have the time available to commit to this now, can you give me more time?

Yes of course, we fully understand that your professional and other responsibilities must be prioritised and that you may not have as much time to volunteer as you'd like. Please let us know if this is the case as soon as possible so that we can consider alternatives for that Mentee. We really value you and your commitment as a Mentor and will place a hold on actively considering you for another match until you've told us you can take this on effectively. We will check in with you every 3 months or so and will still send you our regular updates and reports to keep in touch.

# 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

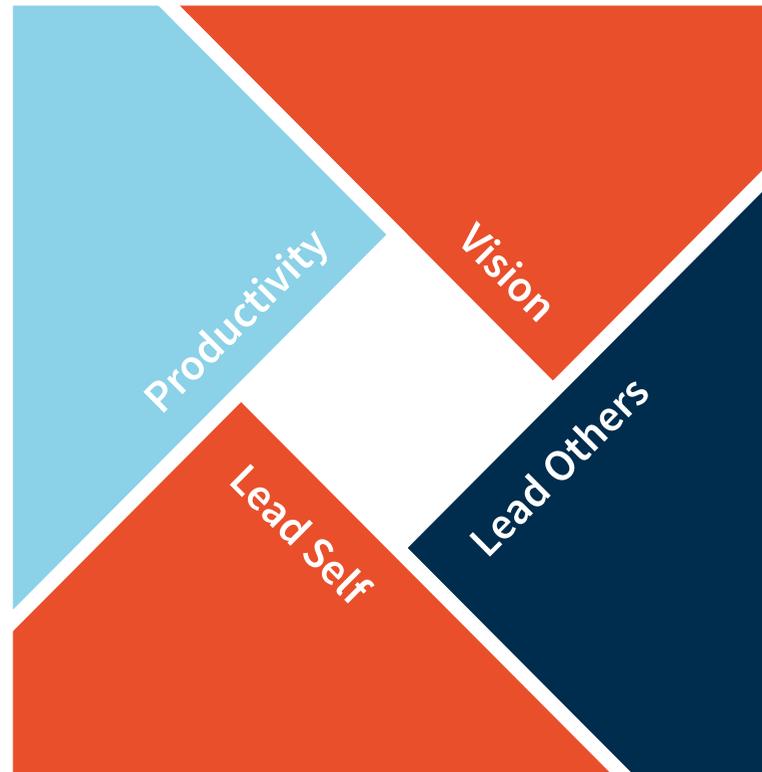
Demonstrates continued determination and the physical and mental endurance and momentum required to see through to the end objective and beyond

### 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 and Resilience** ML online modules

**Build Character and 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 and 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



**Remote 1-2-1** Mentor monthly (or as agreed) voice/video calls

**Formal mentoring**

**Connection to other Mentors** based on specific personal and professional needs

**Formal referrals**



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

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

**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.

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### 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:

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

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

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## How to get involved

[www.migrantleaders.org.uk](http://www.migrantleaders.org.uk)

@ [mentors@migrantleaders.org.uk](mailto:mentors@migrantleaders.org.uk)

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

[twitter.com/MigrantLeaders](https://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.

May 2020