



MIGRANT LEADERS

connections · capabilities · courage

Migrant Leaders Mentoring Guide and Code of Conduct



Contents

1. Welcome to Volunteering with Migrant Leaders	1
2. Mentoring and the Migrant Leaders Development Programme	4
3. Mentoring Relationships and Support Offered by Migrant Leaders	6
4. Setting Boundaries and Safeguarding	7
5. Migrant Leaders' Commitments	9
6. Migrant Leaders' Expectations	10
7. Behavioural Standards	11
8. Confidentiality & Data Protection	12
9. Health & Safety	12
10. Whistleblowing	13
11. Media Contact and Social Media	13
12. Ending Your Volunteering with Migrant Leaders	14
13. Feedback	14
14. Volunteer Agreement	15
Appendix A — Our Young Leader Model and Learning Journey Framework	16
Appendix B — Annual Mentee Progress Report Template	20

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.

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. 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 mentors@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.

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.



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 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.

The Mentor's Expected Time Commitment:

Ideally, a Mentor is expected to commit to around one hour telephone time per week for a minimum of a year. This weekly pattern may change by mutual agreement between the Mentor and Mentee due to their respective needs, personal or professional 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. Mentoring Relationships and Support Offered by Migrant Leaders

All mentoring 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 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 in young people. We have developed this framework and learning journey in order for young people 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.

4. 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 & 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 Mentoring Programme using our Safeguarding Incident Reporting Form.

Our Head of Safeguarding and Senior Head of Safeguarding will assist in the management of all safeguarding incidents, provide the main reference 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?

- A Mentee asks if they can take your contact details (mobile number, email address) to send you a few further questions
- A Mentee requests you as a friend on Facebook or follows you on Twitter
- A Mentee asks to meet out of working hours to go through her CV
- A Mentee says he is in a crisis
- A Mentee asks for your help with course work or asks if you can arrange some work experience
- 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; ML does not offer a face to face mentoring programme. However, ML encourages young people to network and seek opportunities through our Mentees/ Mentors conferences and relevant work experiences in the Mentor's organisation which is mutually agreed with their Mentor. We suggest if the student is over 16 years old provide them with a copy of your business card (your professional and public facing contacts) but set boundaries about their contact with you and manage their expectations about your response. Ask them specific questions about why they want to contact you to assess whether you can help.

ML strongly recommends that you do not share your personal social media channels with Mentees. Unless

boundaries and expectations have been clearly agreed and understood this engagement could result in unsolicited and inappropriate sharing of information that could put you and the Mentee at risk. 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 please act in accordance with the ML Safeguarding Policy Statement and Procedures. Never promise a young person complete confidentiality as your obligations may require disclosure.

ML will provide you with further information and details of how to apply for DBS checks when required. If you haven't received these please contact mentors@migrantleaders.org.uk.

5. 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 & 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 you access to all relevant ML policies on our website which can be accessed at www.migrantleaders.org.uk.



6. 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

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

7. 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

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.

9. Health & Safety

ML expects Mentors 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 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
- Dial 999 in case of an emergency
- Following ML Health & 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. 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.

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.

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.

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. 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.



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

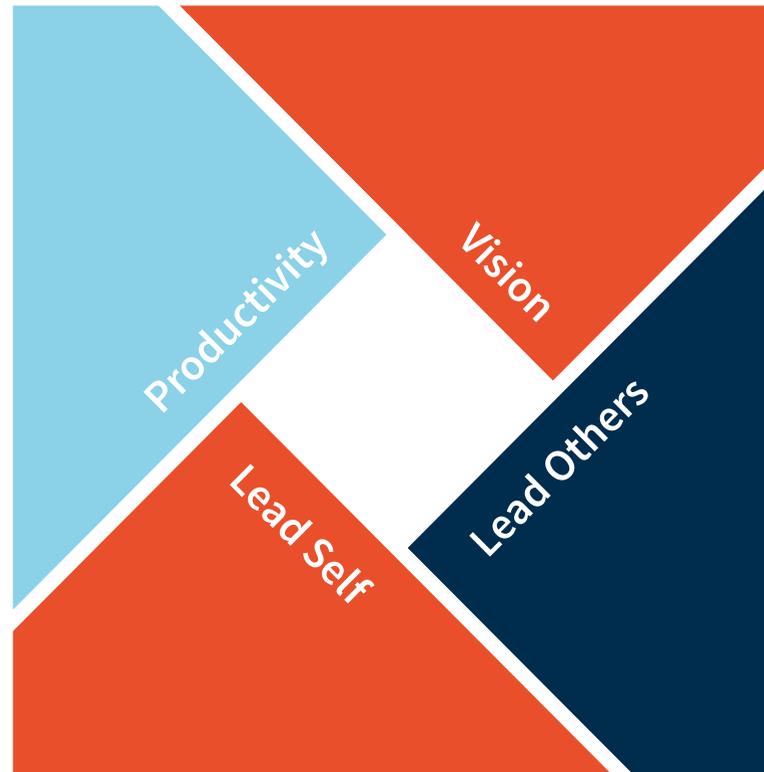
Demonstrates continued determination and the physical and mental endurance and momentum required to see through to the end objective & beyond

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

@ mentors@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.