

KU LEUVEN

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RESEARCH INSTITUTE FOR
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MENTORING TO WORK
TOWARDS EFFECTIVE AND QUALITATIVE MENTORING PRACTICES

Developing quality criteria for mentoring-to-work programs

Peter De Cuyper

HIVA, University of Leuven, Belgium

ESF
INVESTEERT IN
JOUW TOEKOMST



Vlaanderen
is werk

Why quality standards in mentoring-to-work for migrants?

New developing mentoring field

Evaluation of experimental start-up projects

- Screening below standards in some projects: not all mentors were fitted for the job ;
- No closure;
- Mentoring relationships didn't start;
- ...

More government funding and demands to work in a qualitative way;

Need to 'do' something about quality but no research about 'what works' in the field mentoring to work

What quality? Dimensions of quality

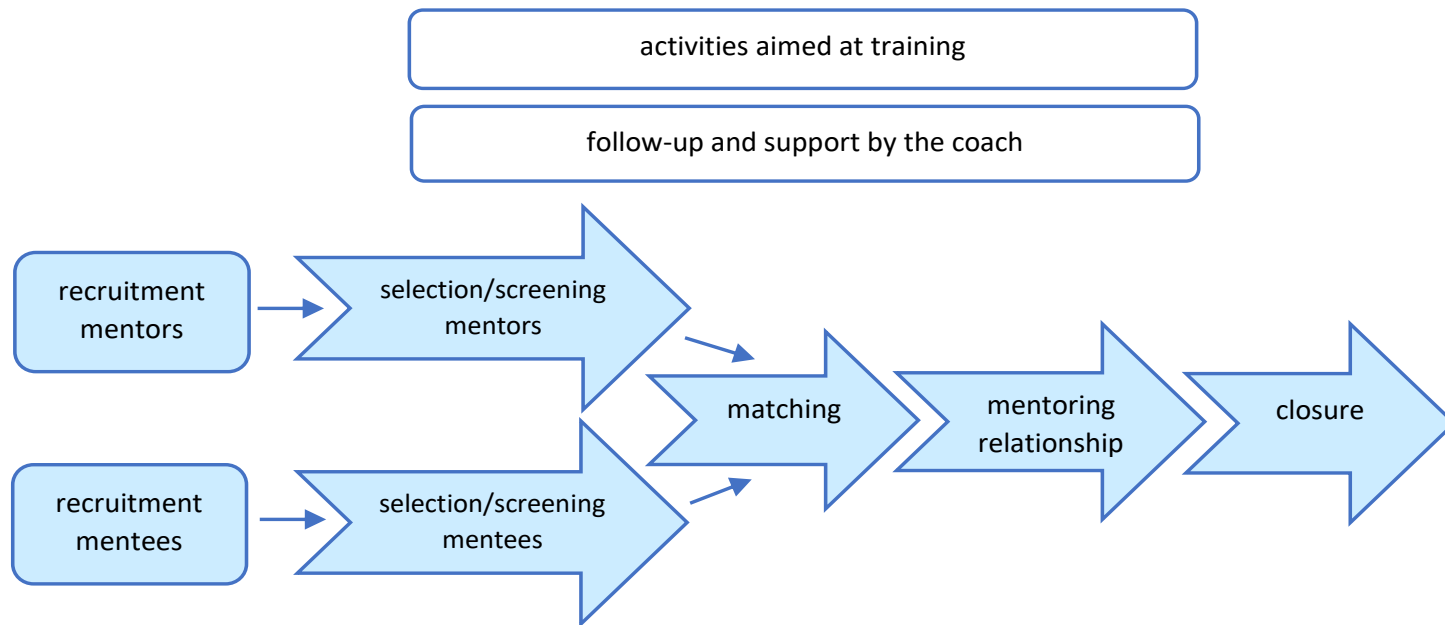
| Client-perspective | Organization perspective | Objective-result perspective | Process-perspective |
|--|--|--|--|
| Quality satisfies the needs or expectations of clients | Quality is seen from the perspective of the organization and employees, which set the desirable level of quality | Quality is the continuous and measurable attainment of delivered objectives. | Quality assessment is not only objectives and results but the process itself is important. |

Aaltonen: 1999

Minimal quality criteria 'mentoring to work'

- quality criteria 'mentoring to work'
 - Focus on unique part of mentoring: the process;
 - Expectation: A qualitative process leads to better outcomes (?)
 - Organizational quality: link with general models of social enterprises;
 - Client satisfaction & results: impact measurement.
- 'minimal criteria':
 - criteria every project should have;
 - feasible criteria, also applicable for new projects;
 - adding 'enhancements',

Components of the mentoring process



Methodology

- Compared quality assurance tools of big umbrella mentoring organizations & TRIEC and select criteria relevant for adult mentoring

Approved
Provider
Standard

Mentoring+
Befriending
Foundation



MENTOR
THE NATIONAL MENTORING PARTNERSHIP

scottish
mentoring
network



BILDUNGSPATENSCHAFTEN STÄRKEN, INTEGRATION FÖRDERN.



Coordinadora
Mentoria
Social

triec ►►►
Mentoring
Partnership

Diversity Drives Success

Methodology

- Select criteria relevant for adult mentoring – 35 criteria;
- consultation with **practitioners** to determine
 - the appropriateness of the criteria;
 - If additional criteria are needed;
 - Minimal criteria: what is minimal necessary for an effective and qualitative mentoring program;
- Developed a minimal set of standards and additional criteria;
- Start from there to build evidence about ‘what works’

Quality exercise

Before you start

- The exercise **starts with the question whether any quality criteria are missing from the overview**. If additional criteria are mentioned, they have to be completed in the overview by adding them with post its.
- In the next step the participants **"score" the criteria by using coloured post its**. Four options are possible:

It is a **minimal quality criterion**. By minimum, we mean a criterion that every programme should meet, regardless of whether it is a more experienced or a starting programme.

The quality criterion is **applicable but not minimal**: add a yellow post it.

The quality criterion is **not applicable**: add a red post it.

It is a **very important quality criterion**: add a blue post it. Maximum three criteria can be marked as very important.

- If the exercise is done within your organization then **add your name to the post it**, if the exercise is done with several mentoring organizations then **add the name of your organization**. This will facilitate the discussion;
- Scoring is an **individual exercise**. If several participants represent the same mentoring organisation, they have one vote.
- Once the colour scores are assigned on an individual basis, the **results are discussed in plenary**. The discussion mainly **focuses on the quality criteria for which the colour scores differ**. The moderator takes a supportive role in helping the participants to reach consensus.

Discussion: comparison labels



Comparison between 'labels' showed that most of the quality criteria are similar but modalities differ e.g. 'closure';



Criteria about the 'mentoring relationship' are mostly lacking: activities (?)



Some differences: hard to match profiles & mentee training;

Discussion with practitioners



Workshops with Belgian & Finnish practitioners



Practitioners agreed upon almost all the quality criteria except for 'reference checks'



Not a lot of discussion about criteria as such but more about modalities (frequency of follow up, online/offline...) and about what is minimal & additional

- Program approach & Target group;
- Requirements of possible funders
- Financial resources

Concluding questions

- how 'universal' are the quality criteria: can the set of 35 criteria be applied to the adult mentoring field as a whole?
- How to implement working on quality?
 - Is reflecting upon quality sufficient?
 - Does it has to be controlled?
 - And if so...how to foster a quality culture, not ticking boxes?
 - Are quality criteria the way forward? Other ways?

More information?

- www.mentoring2work.eu
- www.kuleuven.be/hiva

Towards minimum quality criteria for mentoring-to-work programmes

Peter De Cuyper, Marije Reidsma,
Hanne Vandermeerschen &
Liesbeth Op de Beeck



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THANK YOU

Questions? Suggestions?

Contact: peter.decuypere@kuleuven.be