



BEING A MENTOR

in a Youth Apprenticeship Program

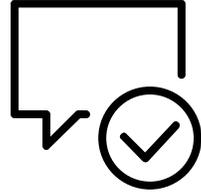
YOUNG  **INVINCIBLES**



@YOUNGINVINCIBLE

Agenda

2:00 PM



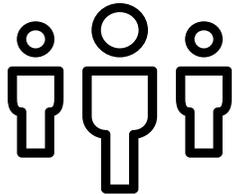
Introductions & Overview

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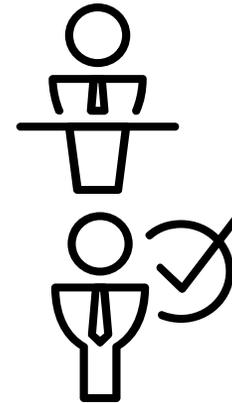
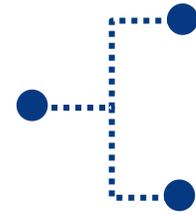


Understanding Today's Youth

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The Role of a Mentor



Mentor Guidelines

Key Considerations

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Questions & Other Resources

Housekeeping



Listen for understanding



Ask questions



Limit Distractions



Anything you'd like to add?

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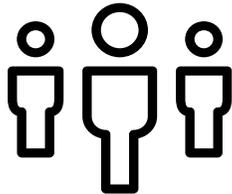
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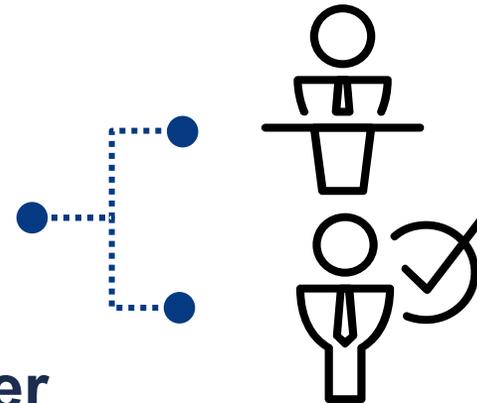


The Role of a Mentor

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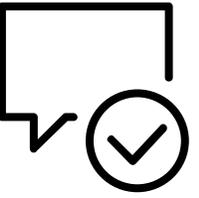
Questions & Other Resources



Mentor Guidelines

Key Considerations

Objectives



They are to...

Learn what the youth apprenticeship program is and its value

Build awareness of the current state of youth

Understand what a mentor is and how to be an effective mentor to youth

Obtain useful activities and other resources to be an effective mentor to youth

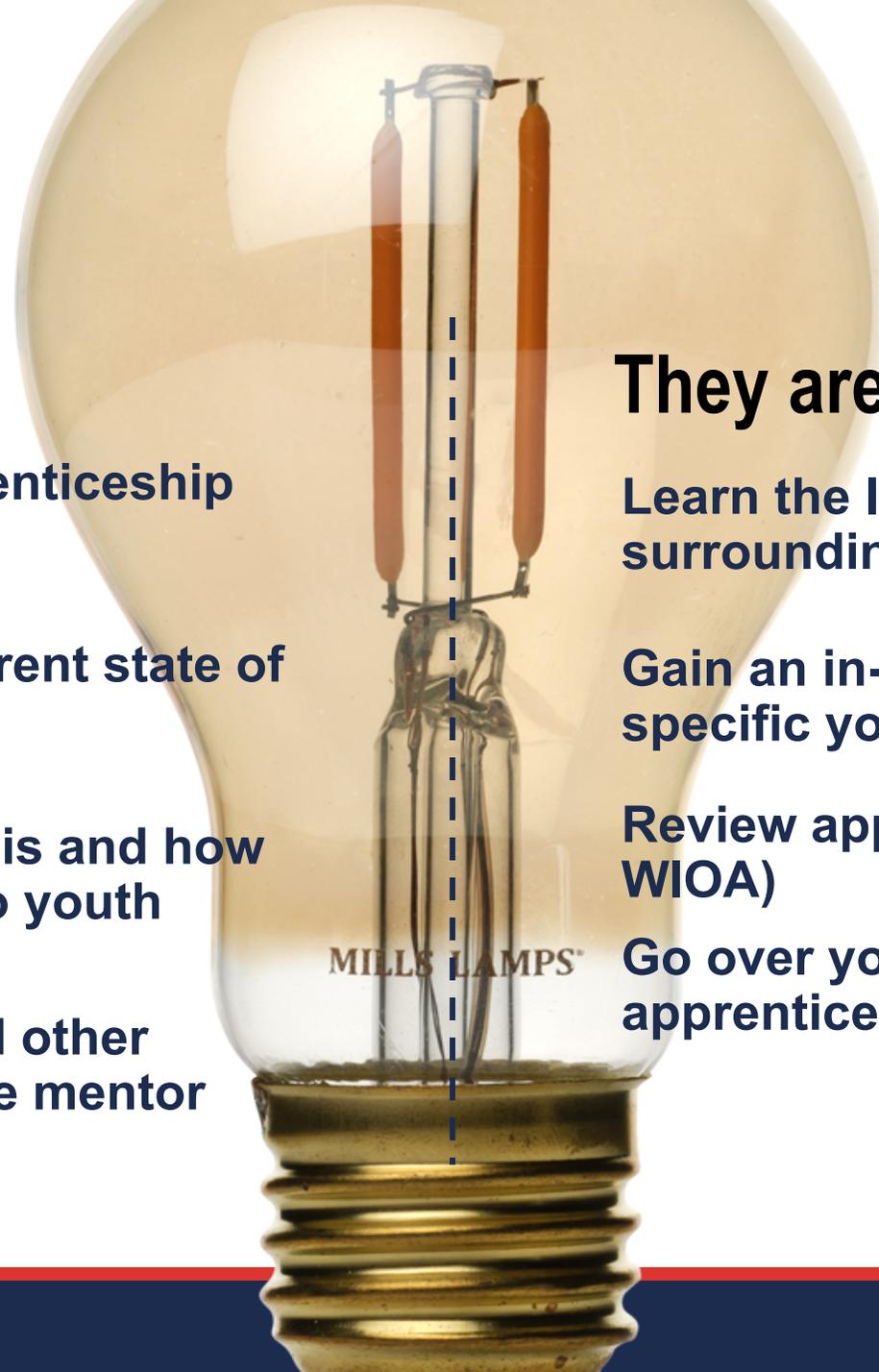
They are not to...

Learn the legalities and policies surrounding youth employment

Gain an in-depth knowledge any specific youth demographic

Review applicable Federal Acts (e.g. WIOA)

Go over your organization's specific apprenticeship program



Value of a Youth Apprenticeship Program



Economic

- Decreased barriers to training and employment for target populations
- Access to well-paying, middle-and high-skilled jobs in high growth industries
- Unites communities, employers and workers and fuel the next generation of American innovation

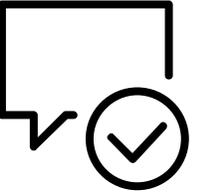
Employers

- Stable and predictable pipeline of skilled workers
- Improved training capabilities
- Improved employee morale
- Enhance recruitment and employee retention
- Likely to yield long-term reputational value

Apprentice

- Improved skills and competencies that meet specific needs of employers
- Incremental wage increases as skills improve
- On-the-job training
- Career advancement
- Alternative pathway to success beyond college

Common Barriers

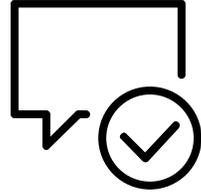


Service Providers & Businesses

- Time-consuming to develop partnerships, onboarding process, and training curriculum
- Some staff may need convincing and training
- Recruitment can prove difficult
- Keeping youth apprentices engaged and motivated
- Matching accommodation to apprentices' needs

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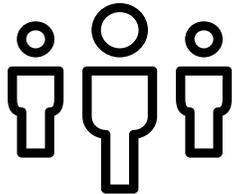
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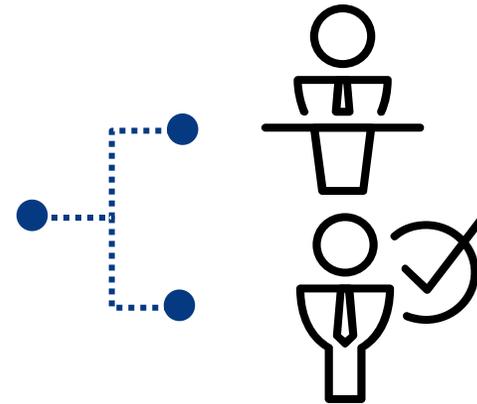


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Questions & Other Resources



Mentor Guidelines

Key Considerations

Understanding Youth Development



Development

Physical

- Their growth has tapered off
- They have adult bodies, but are not always prepared entirely for adulthood

Social

- They value committed relationships
- They're looking for more adult social settings, looking at moving on from "teen" activities
- They make their own decisions
- They want support from adults, but only in guidance
- They care about community

Emotional

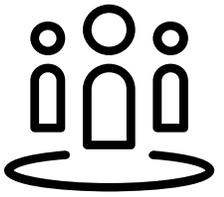
- They look for recognition in bigger picture accomplishments
- They feel as if they have reached the stage of full maturity
- They expect others to treat them as if they are "fully" grown

Intellectual

- They're making future plans
- They're setting long-term goals
- They make their own schedule and plans.



...and it's Implications



Implications

Physical

- Avoid comments that criticize or compare stature, size, or shape

Social

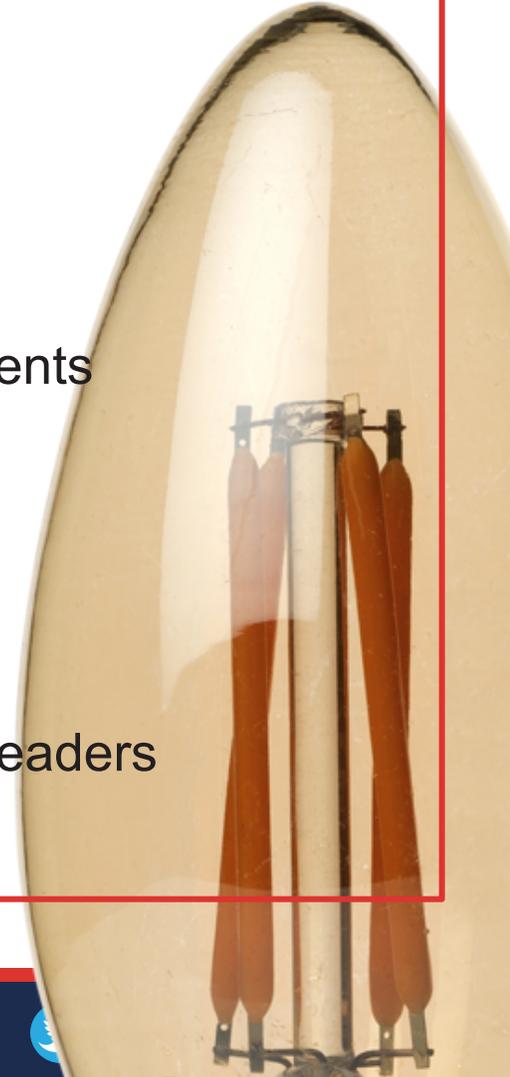
- Provide opportunities for them to plan, facilitate and carry out their own program
- Involve them as spokesperson around reflecting on their involvement/accomplishments

Emotional

- Provide them with next step opportunities to stay involved
- Provide opportunities for learners to talk about their own beliefs

Intellectual

- Involve them in planning and carrying out programs, allow them to teach or be the leaders
- Involve them in advisory groups, decision making groups, giving them major roles



What's Influencing Youth



Violence like street crime raises fears

Substance Abuse surrounds young adults

Sexuality & Pregnancy leads to young parents

Poverty may be more apparent in apprentices

Technology is an enabler of good and poor behavior

Cyberbullying follows youth everywhere

Suicide is 2nd cause of death in young adults

Peer Pressure is present in young adult's life as they look for each other for approval

What We've Heard from Youth



Challenging life circumstances, fearing:

- Their ability to balance the program with other life responsibilities and staying motivated
- They lacked critical accommodations, such as access to childcare and transportation
- They could not overcoming challenges at home

Young adults were intimidated, questioning:

- If they had the skills needed to succeed
- If they would fit into the work culture
- If they would feel welcomed and have easy access to someone who could answer questions

The average young adult's level of interest in apprenticeships was 9.2/10.

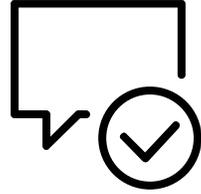
Young adults were motivated by:

- Developing in-demand skills
- Connecting a career that aligned to their goals
- Earning wages and securing a career with job security

Without comprehensive supports, holistic training, and welcoming workplaces Youth Apprenticeship programs would fail many of the young adults Illinois is targeting.

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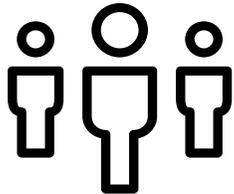
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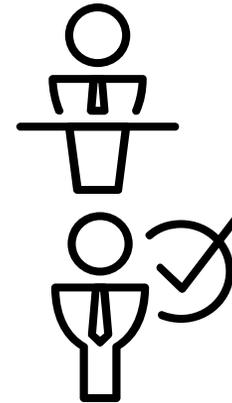
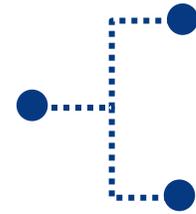


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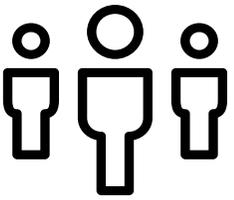
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Questions & Other Resources

The Role of a Mentor



Mentoring is a long term relationship where the focus is on supporting the growth and development of the mentee. The mentor is a source of wisdom, teaching and support and someone who observes and advises on specific actions or behavioral changes in daily work.

General Qualifications

- A desire to work with and be accessible to mentee
- Warmth, openness, patience, guidance
- Willingness to listen
- Ability to set limits and respond to supervision
- Consistency, reliability, focus

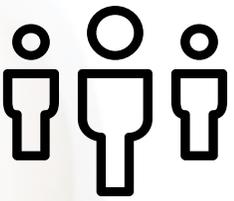
Roles

- Teacher/Trainer: Provide learning opportunities and offer experience as a guide
- Positive Role Model: Demonstrate exemplary behavior and values in both soft skills and work products
- Guide: Provide encouragement during program engagement
- Advocate: Speaking and acting on behalf of mentee and support mentee access to resources
- Challenger: Push and encourage mentee to maximize their potential
- Friend/Confidante: Being consistently available and sincere

Responsibilities

- Serve as a friend, advocate, teacher, role model, challenger, confidante, coach, and listener to mentee on personal, school, career and other issues
- Meet and work with mentee
- Participate in training and supervisory meetings with staff
- Participate in special group events and activities
- Complete necessary forms

Mentorship Process and Main Tasks



Familiarization & Testing

In this stage you and your mentee are trying to get to know each other. Many mentees may be uncommunicative, answering questions with shrugs or one-word answers. There may be some jousting between you and your mentee to test the limits of the relationship.

- Request that your mentee be on time
- Express expectations on day one and uphold those expectations
- Only make promises you can keep
- Provide friendship and support
- Engage in activities that the mentee suggests

Commitment & Work

There is a deepening of the relationship. You and your mentee may begin to spend more than the required time together. Your mentee may still exhibit behavior that is problematic. Stage 2 is a time for the hard work that can really make a difference for your mentee in the long run

- Goal setting is particularly important during this stage
- Help mentees develop specific skills and competencies. It's important to work with your mentee in developing goals, even if you think she/he should be working on certain things.

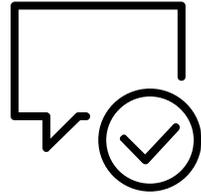
Closure/Termination

Most mentor relationships will not continue as others may, and there are others that will end prematurely due to geographic moves, illness, incompatible relationships, mentee confinement, etc. How a relationship ends is key.

- If you initiated the termination:
- The mentee should be alerted well in advance
 - The reasons for the departure should be discussed with the mentee by you
- If your mentee initiated the termination:
- Use this opportunity to learn

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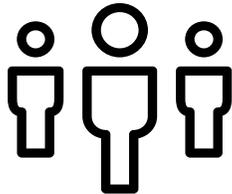
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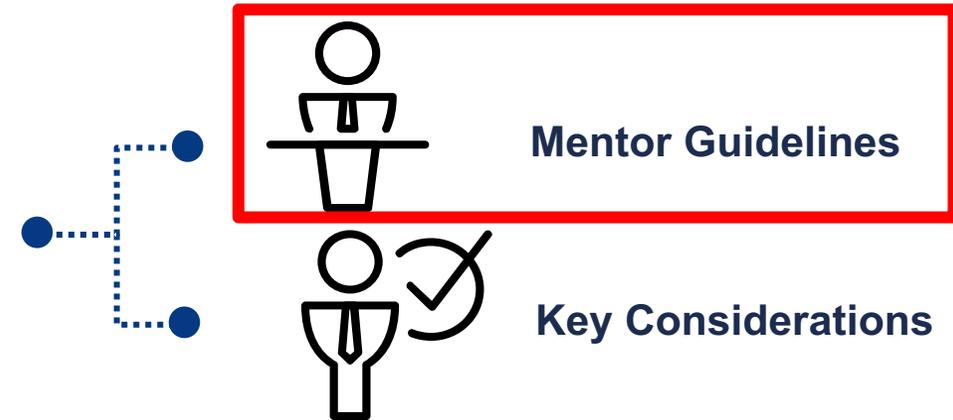


The Role of a Mentor

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Questions & Other Resources



Meeting your Mentee



Meet with Key Professionals Involved w/your Mentee

- Identify other influencers in the mentee's professional life
- Identify continuous communication channels

Use the Program Coordinator to Initiate Introductions

- Talk about what you both like and take turns answering questions
- Discuss basic expectations that you have about the relationship

Consider Meeting the Mentee's Parents

- If possible, consider meeting the mentee's parents to help be a liaison for the program
- Address any questions

Consider This: An Outing with your Mentee

- Focus activities around mentee's interest and think of topics ahead of time
- Don't force any sensitive information – let your mentee volunteer any intimate information
- Meet in a neutral setting until you feel comfortable and safe in each other's environment
- Focus on positive accomplishments of the mentee; build confidence
- Keep alert of what motivates your mentee

Goal Setting



TRAITS:

Measurable

Challenging

Realistic

Specific

Timely

STEPS

1

Select 1 or 2 goals to work on. Help your mentee select goals with you that are realistic and achievable. Set them high, but be assured of success

2

Discuss how their parents or other influencers feel about these goals. If the mentee's efforts are not supported by others, achieving the goal will be challenging

3

Brainstorm how to reach the goal(s). Write down ideas, tactics, and overall plan

4

Identify small steps for reaching the goal. Recognize the mentee's capabilities and adapt accordingly with them

5

Identify obstacles or challenges that might prevent achieving the goal. This should be considered in the action plan

6

Decide on a timeline for accomplishing and evaluating the goal(s). If the process drags on, encourage the mentee to complete it. Evaluating along the way will help address any challenges

Setting and Managing Expectations



Setting Expectations

- Discuss and agree on what is needed from each other
- Agree on workplace ground rules
- What expectations does the mentee have of you and vice versa
- What are the agree upon rules for the goals that were set
- What other terms should be discussed to foster a positive working relationship



Managing Expectations

- Set up meetings/touch points ahead of time such as weekly check-ins on goal progression and individual touchpoints
- Develop monthly or quarterly reviews to evaluate performance and achievements
- Consider the onboarding process – agree on daily meetings, develop work schedule in advance and blend with apprentice school/personal schedule

Problem Solving



STEP 1: STOP, CALM DOWN, & THINK BEFORE YOU ACT

- It is important to model the ideal behavior for your mentee

STEP 2: STATE THE PROBLEM, THE IMPACT & ASK QUESTIONS

- Relating to feelings helps personalize the situation

STEP 3: SET A POSITIVE GOAL

- Think of how to redirect in a positive manner

STEP 4: PROVIDE RESOURCES TO SUPPORT THE SOLUTION

- Be exhaustive in exploring solutions. Consider reaching out to other influencers

STEP 5: TRY THE BEST PLAN & FOLLOW UP

- After your assessment, try the best plan or plans. Work together to fix the problem.
- Revisit again soon (e.g. one month later)



Discussing Delicate Issues



- Stay calm
- Use body language to communicate attentiveness (eye contact, sit at same level)
- Avoid judgmental statements ('I though you knew better')
- Be honest if you are upset
- Let them know that their confidentiality is honored
- Use tact, but be honest
- Go at the mentee's pace – don't force an issue and don't pry
- Do not collaborate with others for disciplinary reasons. You may effect the relationship

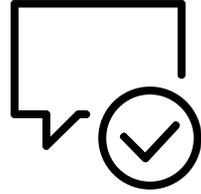
**PUT THE
MENTEE AT
EASE**

**HONOR SELF-
DETERMINATION**

- Focus on mentee's needs and feelings; don't jump to problem solving yet
- Empower them – 'what would you like to do about this?', 'how would you like me to help?'
- If you are uncomfortable with the mentee's decision, ask yourself why first to ensure validity
- Guide the mentee on a realistic solution delicately
- Ask what alternatives would make them comfortable
- Encourage critical thinking through reflection and questions

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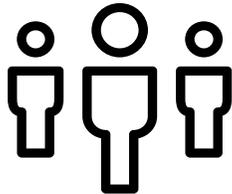
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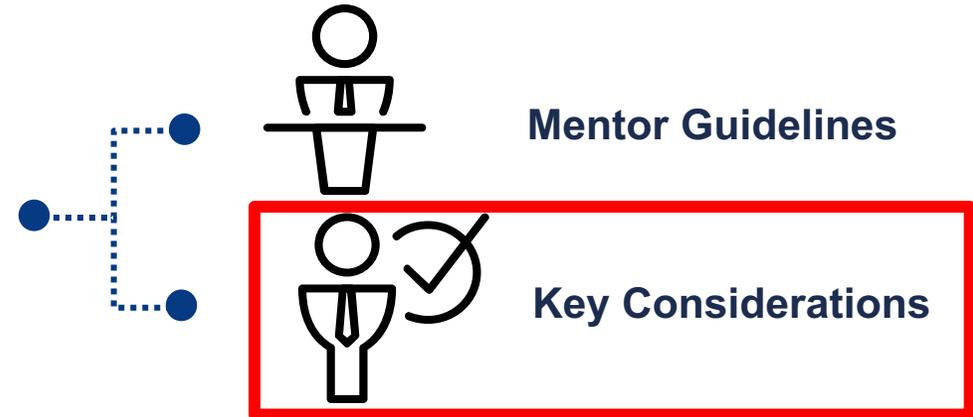


The Role of a Mentor

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Questions & Other Resources



Foster an Ethical Relationship



Promote the Welfare and Safety of your Mentee

Be aware of your influence and power

- Be sensitive to family concerns and needs

Be Trustworthy and Responsible

Be consistent and reliable

- Foundational & supports positive outcomes
- Last minute changes may impact the relationship

Communicate Clearly

- Don't make your mentee assume. Clearly communicate

Promote Justice

Know yourself and your biases

- Be aware of your prejudices and fears

Show respect and sensitivity

- Show respect for your mentee's background and don't promote stereotypes

Boundaries & Discretion

Find the balance

- Mentors will find themselves between personal and professional information with the mentee. Be cautious of the slippery slope of disclosure, trust building, and confidentiality. Work within your program
- Create boundaries

Remember Cultural Sensitivities



Ethnic Diversity

- Learn about the values and traditions of your mentee's culture
- Such things as the role of authority, communication styles, perspectives on time, and ways of handling conflict vary greatly among different ethnic groups
- Consider asking your mentee about their culture

Socioeconomic Diversity

- Your mentee may live very differently from you, possibly in small living quarters with many people
- They may not have a phone, or live in a dangerous neighborhood
- Stay supportive and remember that you can't rescue your mentee: It is more important to nurture self-development and a sense of dignity and self-worth

Youth Culture

- From generation to generation, adults have viewed the young as being more outrageous than they were at the same age
- Although you may not approve of your mentee's appearance or language, get to know them and mutually create expectations
- Try to determine why your mentee's behavior troubles you. Is it because it's not how you would do something, or because there is something more serious going on?

Create a Warm Environment



Provide Wraparound Services and “Upskill” Training

Inform your mentee of the training and support services available to them

- Research and connect your mentee with local social services that enable their ability to participate in the program (Goodwill, Junior Achievement, Prosperity Now, Other Provincial/City Social Services)
- Work with your program coordinator on identifying soft and hard skill training to help support their success in the program (Microsoft skills, Teamwork, Critical Thinking)

Promote Youth-Centricity and Collaboration

Most mentee participants did not self-enroll and are usually influenced by a caring adult. Therefore most mentees may be anxious and/or intimidated

- **Recognize growth, continually encourage where appropriate**
- **Encourage co-workers to welcome your mentee and meet over coffee**
- **Educate mentees and co-workers on what it means to be mentored, including ethics, safety and any relevant program information**
- **Be a change-agent in your organization. Advocate and teach others the value and management of a mentee**

Top Recommendations



Understand the mentee's reluctance to trust

Many apprentices have been disappointed in previous mentorships and relationships with adults in general. Be patient as it may take some time to your mentee to overcome hesitance and build trust

Be available

Understand that there may be at times, especially in the beginning, the relationship may be one-directional

Suggest ways to solve problems

Listen carefully and don't pass judgement. Practical suggestions rather than preaching or criticizing are usually more helpful for your mentee

Offer reassurance and support

It is important to offer constant reassurance and kindness. Let them know you're available to talk any time

Don't force personal issues with your mentee

It is usually not productive to inquire about personal information. They may be reluctant and ashamed. If they resist, don't push. Silence does not mean rejection. Be shock proof

Top Recommendations (continued...)



Have realistic expectations

Most mentors get discouraged when they feel mentees aren't "turning their lives around". It is unlikely that a mentee will be transformed during the period of your relationship. Focus on small gains to improve their personal and professional lives

Figure out the mentee's interests

Try to include your mentee determining activities and where to offer help. Help them drive their experience

Try to relate to your mentee

If possible, try to remember any challenges you faced when you were 16-24 years old. You may have had different problems, but everyone has had growing pains

Try to understand your mentee's background

Sometimes family, social class, and culture play a large part in a mentee's performance and attributes. Try to understand them and adapt as much as possible

Visual Representation



**Be
Reliable**

Be Consistent

**Focus on your
Mentee**

**Work with and Call the Project Staff for
Advice if a Difficult Situation Arises**

**Remember
to Praise**

**Keep Safety in
Mind**

**Follow your
Respective
Program
Policies and
Procedures**

**Respect
the
Family**

**Set
Limits**

**Ask
Questions**

Respect Cultural Differences

**Creating a welcoming,
growth-oriented
environment**

**Include
Mentee in
Developing
Plans**

Mentor Map



	1 Familiarization & Testing	2 Commitment & Work	3 Closure		
	In stage 1 you and your mentee are trying to get to know each other.	Stage 2 is a time for the hard work that can really make a difference for your mentee in the long run. There is a deepening of the relationship.	Stage 3 is the process of terminating the relationship and program involvement		
	Pre Arrival	Onboarding	Week 1		
	90 Day Period & Retention	Conclusion			
Objective	<ul style="list-style-type: none"> Preparation for mentee arrival for mentor and organization 	<ul style="list-style-type: none"> Provide a level of exposure for mentee and organization Create foundation 	<ul style="list-style-type: none"> Develop a deeper relationship foundation, both professional and personal Set up goals and expectations including working relationships 	<ul style="list-style-type: none"> Review and adjust mentee performance Review mentor/mentee relationship progress 	<ul style="list-style-type: none"> Sunset mentee relationship with little to no challenges
Activities	<ul style="list-style-type: none"> Review mentee background and current capabilities Initiate meetings with key professionals and others involved in the mentee's experience Socialize mentee's arrival to co-workers, emphasizing warm welcoming 	<ul style="list-style-type: none"> Meet with mentee Continue meetings with key professionals and others involved in the mentee's experience Conduct orientation Complete any necessary paperwork Meet mentee parents Co-create mentee/mentor social outing 	<ul style="list-style-type: none"> Execute mentee/mentor social outing Develop and set goals Develop and agree on expectations Develop work calendar for mentee Identify standing meetings related to program (mentee touchbase, program coordinator meetings, HR, Co-Worker Open Door meetings) Complete any incomplete orientation activities Address any identified onboarding gaps 	<ul style="list-style-type: none"> Refine goals Manage expectations Set new goals if needed Continue any standing meetings Revisit any upskilling 	<ul style="list-style-type: none"> Alert mentee or termination Discuss departure justification Use opportunity to reflect and learn and apply to program Execute any necessary administrative activities

Problem Solving | Discussing Delicate Issues | Relationship Ethics | Cultural Sensitivity | Creating a Warm Environment
 Enablement Considerations

Questions



Other Resources

- Recruitment Toolkit (How to advertise to young adults and reach key community institutions)
- Sample flyer
- Sample social media posts
- TA Sessions: Recruitment and onboarding apprentices



REAL LIFE WORK EXPERIENCE

**Wondering how to launch
your career?**

Join Hospital X's phlebotomist youth apprenticeship program!

- Get paid to learn the skills healthcare employers demand, outside the classroom
- Explore healthcare careers
- And, earn college credit and secure industry-recognized credentials
- Requirements: Age 18 and have access to a car

FIND OUT MORE

Contact:

Susan Rodriguez

(231) 432 - 5678

srodriguez@hospital

x.com

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Sources

At Risk Youth Program – At Risk Youth Information:

<http://www.atriskyouthprograms.com/youth-programs/information-on-at-risk-youth-statistics.html>

Building Relationships: Guide for Mentors

<http://educationnorthwest.org/sites/default/files/effective-strategies-for-providing-quality-youth-mentoring-in-schools2.pdf>

DOL Bureau of Labor Statistics – Midwest Information Office:

<https://www.bls.gov/regions/midwest/illinois.htm>

DOL Employment and Training Administration: Division of Youth Services:

https://www.doleta.gov/youth_services/youthbuild.cfm

General Mentoring Best Practices and Research:

www.mentoring.org

Grads of Life Mentoring Guide:

<http://gradsoflife.org/tools-to-act/mentoring-guide/>

MindsetKit – Being a Mentor

<http://www.oycp.com/mentortraining/3/m3.html>

National Institute of Corrections: Youth in Confinement:

<https://info.nicic.gov/dtg/node/7>

National Mentoring Resource Center:

<http://www.nationalmentoringresourcecenter.org/>

Opportunity Nation: Employer Engagement

<https://opportunitynation.org/our-solution/employer-engagement/platform/>

The Guide: Understanding the Role of the Mentor

<https://www.thebalance.com/a-guide-to-understanding-the-role-of-a-mentor-2275318>

UnionLearn:

<https://www.unionlearn.org.uk/>

Wisconsin Youth Apprenticeship Mentoring Module:

http://media.wisconsin.gov/det/ext/ya/mod03_mentoring/index.html

Workforce GPS: Navigate to Success:

https://ina.workforcegps.org/resources/2015/03/09/14/47/Case_management-Resource

Youth.gov

<http://youth.gov/youth-topics/mentoring>



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