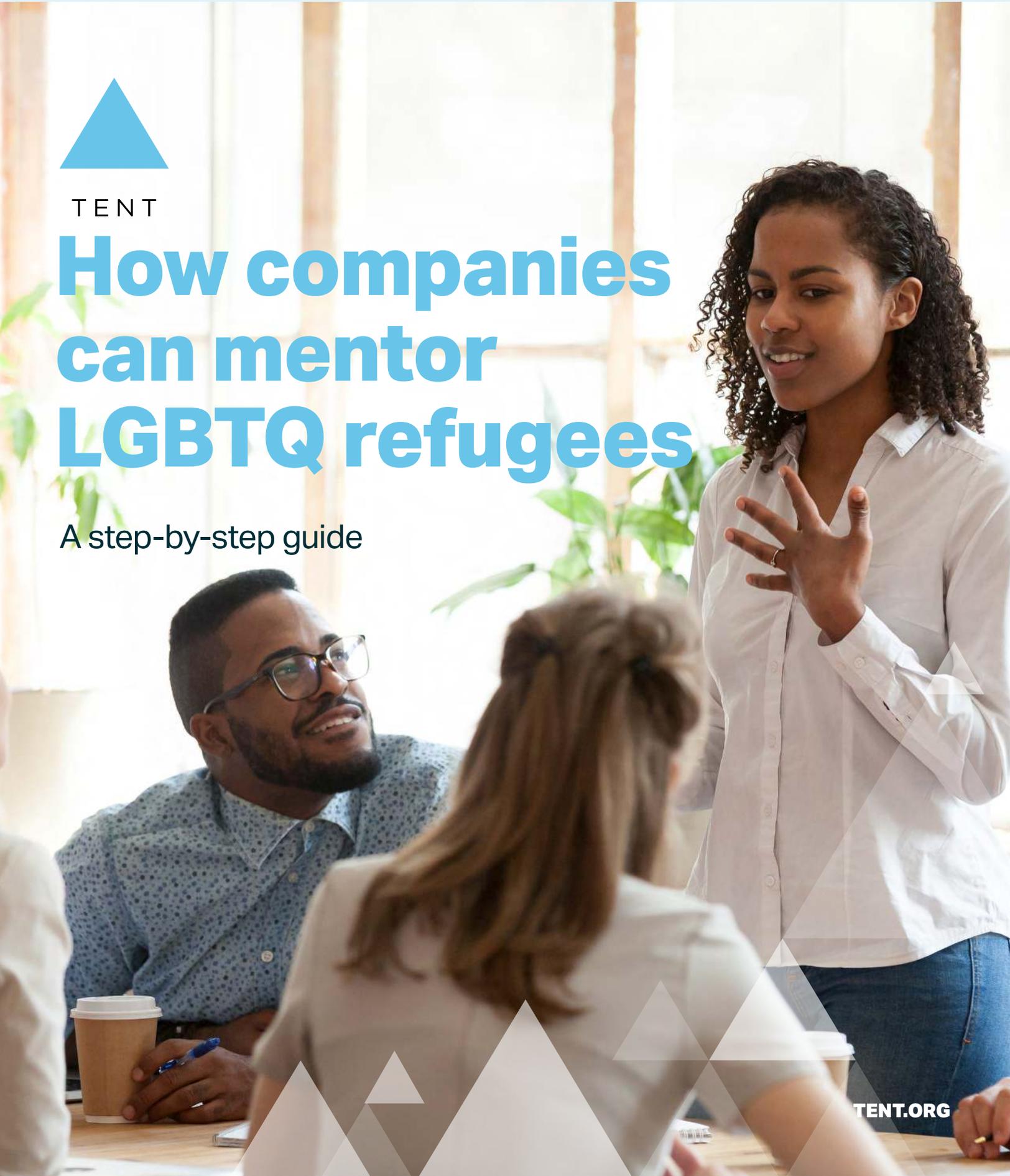


TENT

# How companies can mentor LGBTQ refugees

A step-by-step guide





T E N T

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## About the Tent Partnership for Refugees

With more and more refugees displaced for longer periods of time, businesses have a critical role to play in helping refugees integrate economically into their new host communities.

The Tent Partnership for Refugees mobilizes the global business community to improve the lives and livelihoods of the 26 million refugees who have been forcibly displaced from their home countries. Founded by Chobani's Hamdi Ulukaya in 2016, we are a network of over 100 major companies committed to integrating refugees. Tent believes that companies can most sustainably include refugees by leveraging their core business operations - by engaging refugees as potential employees, entrepreneurs and consumers. The full list of Tent members can be found [here](#).

Find out more at [www.tent.org](http://www.tent.org).



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## About ORAM

Founded in 2008, ORAM - the Organization for Refuge, Asylum and Migration is a pioneer in advocating for the protection and well-being of extremely vulnerable LGBTQ refugees and asylum seekers globally.

ORAM is recognized as the first international NGO to assist people fleeing persecution based on their sexual orientation or gender identity and has since become a thought leader in LGBTQ migration.

ORAM has a long and proud history of creating ground-breaking research and educating and training refugee professionals on the particular needs of LGBTQ asylum seekers. ORAM supports LGBTQ asylum seekers navigating the long asylum process from the moment they arrive in their first country of asylum to being resettled to a safe third country. We collaborate with local partners and our beneficiaries to ensure that our work is built around the people we serve.



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## About the Human Rights Campaign Foundation

The Human Rights Campaign Foundation is the educational arm of America's largest civil rights organization working to achieve equality for lesbian, gay, bisexual, transgender and queer people. HRC envisions a world where LGBTQ people are embraced as full members of society at home, at work and in every community.



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## Authors

**Ariel Weinstein** is a humanitarian and consultant who has worked at the Safe Place Community Center for LGBTQ refugees and asylum seekers in Athens as well as Mesila, a resource center for refugees in Tel Aviv. He has a bachelor's degree in history and sociology from Tufts University.

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**Steve Roth** is Executive Director of ORAM. He has two decades of leadership in both the private and non-profit sectors, where he has long focused on advocating for marginalized communities in the U.S. and around the world. Most recently, he served as Senior Director of Global Initiatives at Out & Equal Workplace Advocates, where he led the organization's efforts to advance LGBTQ workplace inclusion globally.

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**Bella Stevens** is Communications and Development Coordinator at ORAM. She holds a bachelor's degree in Cultural Anthropology from Manchester University and a master's degree in Cultural Anthropology from Leiden University. Her research focused on how LGBTQ Middle Eastern refugees negotiate the asylum procedure, assimilate to new cultural standards, and rebuild their lives in Amsterdam.

# How to use this guide

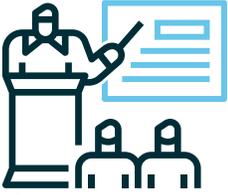
This guidebook is intended to provide companies with guidance on how to establish and implement professional mentorship programs for LGBTQ refugees and asylum seekers.

LGBTQ employees and allies at these companies will have the opportunity to utilize mentorship to help LGBTQ refugees strengthen their professional skills, understand cultural workplace norms, and develop a strategy for their career trajectory. This guide includes a section for Mentorship Coordinators at companies on how to set up a mentorship program, training materials for mentors, and resources for four mentor-mentee meetings.

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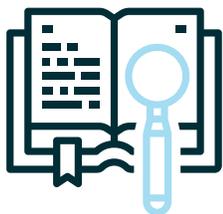


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# Pre-Read On LGBTQ Refugees And Asylum Seekers





### **Who is a refugee?**

A refugee is someone who has been forced to flee their country of origin. To be recognized as a refugee, individuals must demonstrate a well-founded fear of persecution in their home country based on race, religion, nationality, political opinion, or membership of a particular social group. Lesbian, gay, bisexual, transgender, and queer (LGBTQ) individuals are “members of a particular social group” by definition under the United Nation’s 1951 Geneva Convention and 1967 Protocols governing refugee status.

### **Who is an asylum seeker?**

An asylum seeker is a type of refugee that is applying to stay in their current country of residence. Once an asylum seeker’s application is approved, they are referred to as an asylee.

### **Background on LGBTQ Refugees and Asylum Seekers**

Many LGBTQ refugees have been forced to flee persecution directly related to their sexual orientation or gender identity in countries like Russia, Uganda, Honduras, and Iran. Approximately 70 countries still criminalize homosexuality and a dozen impose the death penalty for same-sex sexual relations. Even in countries where homosexuality has been decriminalized, LGBTQ people still face stigma and persecution, with violence particularly directed at the transgender community. Other LGBTQ refugees have joined their compatriots in fleeing violence and conflict in countries like Syria and Venezuela but, due to their LGBTQ identity, face additional challenges in their new host countries.

There is a lack of available data about the number and backgrounds of LGBTQ refugees and asylum seekers worldwide and in most countries. LGBTQ refugees live both in countries where it is relatively safe for people to be queer (e.g. in North America and Western Europe) and in countries where queer people still face a great deal of discrimination (e.g. Turkey and Kenya), even though these countries are safer than their countries of origin. Experts have estimated that the United States, Canada, and Mexico each host thousands of LGBTQ refugees.



*I am an agricultural engineer with a master's degree... [my friend] encouraged me to continue now as a security guard but in the future you have to reinvent yourself. I am thinking of going to school to study again. I will start at the end of this month to study accounting and payroll administration."*

#### **A gay Iraqi refugee resettled in Toronto**

LGBTQ refugees come from a variety of academic and professional backgrounds, and may have had extensive careers in their countries of origin, particularly those from Russia, Iran and Syria. Many LGBTQ refugees are aged 18 to 25, although LGBTQ refugees of all ages may be fleeing persecution.

One of the biggest challenges for LGBTQ refugees is that they often seek asylum alone, and therefore navigate searching for jobs, housing, and other services by themselves rather than with their family or community network. Many refugees tend to find community and social stability with other refugees from their country of origin, but for LGBTQ refugees coming from countries with homophobic and transphobic cultures, this is often impossible. As such, working with a mentor is especially valuable for LGBTQ refugees to better integrate into their new host country, and learn about how to translate their skills and experiences in an unfamiliar job market. A mentor can also help them recognize the steps they need to take to obtain degrees or professional qualifications, or to strengthen their local language skills.

LGBTQ refugees are also likely to suffer from mental health issues before and after leaving their country of origin. Pre-flight mental health issues are likely to be rooted in experiences of verbal, sexual, and physical abuse, as well as harassment and alienation from family and community structures. LGBTQ refugees are far more likely to experience persecution by family members and as such, are likely to deal with residual stress and feelings of isolation. Forming social connections with mentors and getting support as they seek out affirming workplaces can improve their feelings of security and belonging.



*For more information about LGBTQ refugees, see:*

[The LGBT Freedom and Asylum Network, Human Rights Campaign, and the National LGBTQ Taskforce's Guide to Supporting LGBT Asylum Seekers](#)

[HRC's LGBTQ Immigration, Refugee, and Asylum resources](#)

[ILGA Europe's Asylum-related resources](#)

[ACNUR La Protección Internacional de las Personas LGBTI](#)

[The LGBT Asylum Project](#)

[The Administration for Children and Families' Practical guide to resettling LGBT refugees and asylees](#)

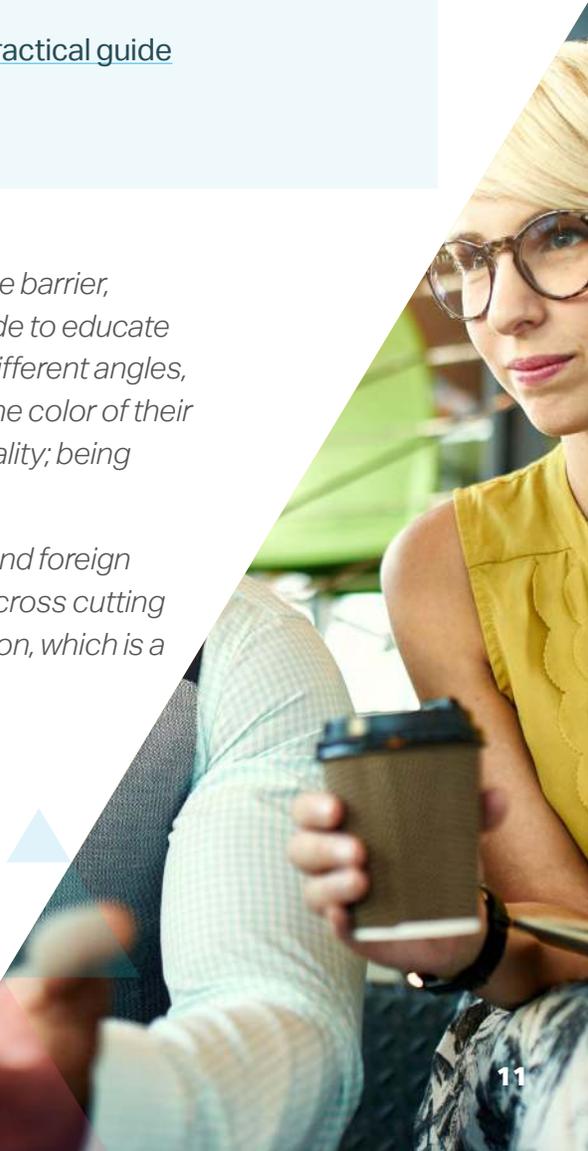


*Employment discrimination is sometimes a huge barrier, so we do a lot of work on the employer facing side to educate employers. It hits our clients from a number of different angles, whether they self identify or present as queer; the color of their skin; having an accent; having a different nationality; being a woman.*

*Employers may also undervalue or misunderstand foreign credentials and experience. There are so many cross cutting issues with respect to employment discrimination, which is a huge barrier to entry."*

**Tim Workman**

Community Outreach and Engagement Associate  
at Upwardly Global



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## **Challenges and opportunities for LGBTQ refugees in the job market and workplace**

By virtue of the challenges they have faced, LGBTQ refugees are resilient and hardworking individuals who are interested in integrating economically and socially, into their new host countries. They tend to be eager to join the workforce and contribute wholeheartedly to their employer.

In general, refugees – especially in the first few years after they are resettled – are hired at a lower rate in their countries of resettlement than native-born people. Working with a mentor can dramatically increase a refugee’s chances of securing a job and building a career.

Regardless of immigration status, people who identify as LGBTQ – and especially those who identify as transgender or as a person of color – are more likely to face discrimination at work. Moreover, workplace discrimination based on sexual orientation and/or gender identity may not be illegal in many jurisdictions in North America. This is especially true for trans-identifying employees. Some refugees are hesitant to disclose their LGBTQ identities or previous work experience with LGBTQ organizations for fear of how employers might react.

This guidebook provides the building blocks for companies to develop a mentorship program for LGBTQ refugees, with a focus on professional development. Mentorship can be incredibly beneficial in helping LGBTQ refugees in finding work and advancing their careers. A mentor who offers career guidance, feedback on resumes and cover letters, and develops their mentees professional network can drastically improve the professional experience of LGBTQ refugees.



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*For more information about LGBTQ refugees in the workplace, see:*

[Pride at Work Canada's \*LGBT Best Practice Guide for Employers\*](#)

[The LGBT Freedom and Asylum Network, Human Rights Campaign, and the National LGBTQ Taskforce's \*Guide to Supporting LGBT Asylum Seekers\*](#)

[The Administration for Children and Families' Practical guide to resettling LGBT refugees and asylees](#)



*We talk about visibility in society regarding LGBTQ people. You always hear that if you see it, you can be it. That is the truth. It's very important that people continue to see those visible role models."*

**Kimberley Messer**

Global Diversity Development Leader at IBM Canada



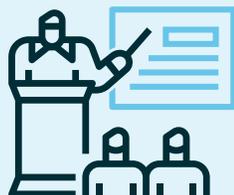
*You don't want to mention that you've been doing LGBTQ work because not everyone is welcoming to that."*

**A gay Ugandan refugee resettled in Kitchener, Ontario**

# Guide For Mentorship Coordinators

This guide will equip you with the information your company needs to establish a professional mentorship program for LGBTQ refugees and asylum seekers in your community.

Leading this program is an opportunity for you and your colleagues who volunteer as mentors to develop leadership skills, cross-cultural competencies, and stronger communication abilities. For mentees, this is an opportunity to receive career guidance from a trusted resource in an LGBTQ-affirming space and to develop professionally.



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As the Mentorship Coordinator you will be responsible for recruiting your colleagues to serve as mentors, supporting the mentor-mentee matching process, and organizing all administrative aspects of the program, from communication with mentors to scheduling mentor-mentee meetings. You will also serve as the point of contact for mentors.

The rest of this guide contains a series of steps to help you establish and run a year-long mentorship program at your company. You are welcome to follow the guidance exactly, in line with our best practices, or use it as a starting point to establish a more tailored program based on your company's capacity and interests.

### **Benefits of mentorship for your employees and company**

Serving as a mentor is an opportunity for you and your colleagues to share your knowledge and expertise with LGBTQ refugees who will greatly benefit from this guidance. Participating in this mentorship program will also help your staff develop cross-cultural competencies and strengthen their communication abilities. Furthermore, your company will be demonstrating its commitment to supporting marginalized communities and your LGBTQ employees will be proud to see that their company is supporting one of the most vulnerable segments of the LGBTQ community.

Most importantly, working with a mentor who identifies as LGBTQ or an LGBTQ-ally can have a hugely positive impact on the professional success of an LGBTQ refugee. By serving as role models for their mentees and providing resources on how to succeed in the workplace as a queer person and helping their mentees build their professional networks, mentors truly have an opportunity to change lives.

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**Core components of the “model” professional mentorship program include:**

- Mentors meeting – either in person or virtually – with mentees at least four times over the course of a year to discuss various professional development topics. (Meeting resources, including pre-reads and mentor-mentee exercise, can be found below in the [Guide for Mentors](#).)
- Mentors offering guidance to help mentees in their job search process, including giving advice about resumes and cover letters.
- Mentors helping mentees better understand cultural norms in the workplace.
- Mentors assisting their mentees in developing a professional network in their field of interest.



## Overview of steps to implement a mentorship program at your company:

- 01** Recruit mentors at your organization

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- 02** Identify a partner organization to connect you with mentees

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- 03** Match mentors and mentees

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- 04** Prepare mentors for their role

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- 05** Organize mentor-mentee meetings

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- 06** Support mentors over the course of the program

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- 07** Measure success with a post-program survey

# 01

## Step one:

### Recruit mentors at your organization

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One of your primary responsibilities as Mentorship Coordinator will be to recruit LGBTQ employees and allies at your company to serve as mentors. We recommend that you recruit mentors from a variety of professional and personal backgrounds, with a particular focus on those who hold LGBTQ identities. Note that allies should also be welcome to serve as mentors, particularly those who speak foreign languages.

1. Develop and implement a strategy for recruiting mentors, such as emailing your LGBTQ employee resource group (ERG) and announcing this volunteer opportunity at other LGBTQ events that your company is hosting.
2. Use this survey to collect information from your colleagues and gauge their interest in serving as mentors. The survey includes an overview of this mentorship program and asks prospective mentors to share information about themselves in order to get matched with a prospective mentee. Note that mentees should complete a similar survey to make it easy to match compatible mentor-mentee pairs.



## 02 **Step two:** Identify a partner organization to connect you with mentees

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While you will be responsible for recruiting mentors at your company, you will need to partner with a local organization that serves LGBTQ+ refugees and asylum seekers to recruit mentees and facilitate the matchmaking process between mentors and mentees.

1. Approach organizations in your area that serve LGBTQ+ refugees and asylum seekers to see if their clients would be interested in participating in a mentorship program hosted by your company. If you are planning to develop mentorship programs in multiple locations, you will need to find a partner organization in each one.
2. Once you have identified an organization(s) to partner with, discuss the number of mentors you expect to recruit per city and whether they think they have a sufficient number of LGBTQ refugees who would be interested in serving as mentees. You should also align on a timeline for outreach to mentees and mentors.
3. Share the sample emails and surveys in the Appendix of this guide with your partner organization's staff, in order to help them recruit LGBTQ refugees to participate in this mentorship program. Note that both mentors and mentees should fill out similar surveys (both found in the Appendix) to make it easier to match them based on similar interests.
4. In addition, consider sharing this guide and any other materials you may have developed so that they have full visibility into the content of the mentorship program.



### **Feel free to reach out to Tent**

If you need help finding local organizations working with LGBTQ refugee and asylum seekers.

[info@tent.org](mailto:info@tent.org)

# 03

## Step three: Match mentors and mentees

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You will need to work closely with your partner organization to match mentors and mentees.

- 1.** Begin by sending your partner organization(s) the number of mentors you have recruited per city. Ask them to send you the profiles of an equal number of mentees in each of those cities (subject to availability). These profiles should be based on the responses that they collected in the mentee surveys. Note: Make sure to discuss any privacy and data-sharing concerns with your partner organization.
- 2.** Once you have received mentee profiles from your partner organization, you will be responsible for matching prospective mentors from your company with mentee candidates. We recommend that you match mentees based on similar professional interests or personal backgrounds (e.g. LGBTQ identities), or based on a shared language.
- 3.** You will facilitate an introduction between the mentor and mentee via email. We recommend matching a cohort of mentors and mentees at the same time so that the pairs can stick to the same timeline for the duration of the program. Doing this will make the administrative aspects of the program significantly easier to manage.



# 04

## Step four: Prepare mentors for their role

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You will help provide mentors at your company with guidance on how to best prepare for their mentorship experience by sharing the [pre-read](#) section of this guide with them in advance of their first meeting with mentees.

The pre-read will provide mentors with a chance to learn more about the background and profiles of LGBTQ refugees and best practices for stepping into a mentoring role. Additionally, you should direct mentors to review the meeting resources included in the [Guide for Mentors](#) in advance, so that they can better anticipate what to expect as they step into this role.

Finally, you should encourage individuals who have mentored in the past to bring lessons learned from those experiences to this program, and to share them with their fellow mentors.

“*When I think of mentoring, it should ideally be a healthy give and take, where both people are invested in it.*

*In addition to a formal mentoring relationship, mentors should be able to look at the bigger picture, connect and guide the mentee to others within the organization and embrace some level of uncertainty with a positive attitude.”*

**Rajiv Desai**  
Head of Global Diversity, Inclusion, Engagement, and CSR at Gartner

# 05

## Step five: Organize mentor-mentee meetings

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After facilitating an initial contact between mentors and mentees over email, you should organize an initial kickoff meeting between mentors and mentees. This kickoff meeting will serve as a meet-and-greet for mentors and mentees, help mentors set expectations with mentees, and provide them with time to discuss the first professional development topic (career planning). We recommend that you offer mentors and mentees a chance to make name tags that include their preferred pronouns. If your office is not conveniently located, you may need to find another venue that is more easily accessible, or help arrange transportation for mentees.

If an in-person meeting is not possible, use Zoom or another video conferencing platform with breakout room capabilities to host the kickoff meeting. For those using Zoom, mentorship coordinators can kick off the meeting virtually for the whole group, explain the goals of that specific session, and then place mentors and mentees into breakout rooms for personal conversations.

Mentors and mentees should meet at least three more times over the rest of the year. As above, meetings will ideally be held at your offices and for the whole group, but if this isn't possible, one-to-one meetings are a great alternative. If in-person meetings of any size are not possible, work with program participants to schedule virtual meetings instead. To accommodate work schedules, meetings may need to take place in the early evening after work. Make sure to communicate early and often with both mentors and mentees to maximize attendance.



## 06 **Step six:** Support mentors over the course of the program

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For the duration of the year-long mentorship, you are the mentors' point of contact if questions or concerns arise. Should a mentor report a conversation with their mentee that they felt was inappropriate or concerning, do not keep that information to yourself or attempt to manage a situation on your own. Neither you nor your colleagues are professionally trained on refugees' mental health challenges, legal statuses, and other difficulties that may arise for mentees. If a mentor raises concerns about a conversation they had with their mentee, please use your discretion to inform the local organization that recruited the mentee to participate in this initiative. Do not share sensitive information with anyone other than your partner organization point of contact.

We strongly recommend against offering to re-match mentor-mentee pairs. Given that this mentorship entails only four meetings over the course of one year, we expect that mentors and mentees will be able to get along. If, however, there is a major concern, or if either the mentor or mentee behaves in an inappropriate manner, please document the incident(s) and share that information with the point of contact at the mentee's affiliated organization.

**“**Regarding boundaries, the conversation has been learning how to say “no,” or “I don't know the answer to that,” or, “no I can't help you today.” We want mentors to remember that if they don't know the answer or have something they can't handle, we want them to come to the staff members because we have the resources.”

**Kajal Shahali**  
Youth Program Manager at Refugee & Immigrant Transitions (RIT)

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**Your company's sexual harassment and conduct policies should apply to mentor-mentee relationships.** We expect that for the duration of the mentoring relationship, sexual and romantic relationships between mentors and mentees will be prohibited, as will lewd and sexually suggestive comments. This mentoring experience is professional in nature, and this should be reflected in the conduct of both parties. A mentor who abuses their status as a trusted figure to engage in a romantic or sexual relationship with their mentee constitutes sexual misconduct. No participant in this mentorship should ever be made to feel intimidated, coerced, unsafe, or undignified based on interactions in person or online. A violation of these principles constitutes harassment.



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Note that LGBTQ refugees coming from extremely oppressive societies and contexts may experience a newfound freedom in a workplace that is affirming of their sexual orientation and gender identity. This can sometimes lead to a lack of awareness of appropriate behavior in a work environment. If mentors feel uncomfortable with the actions or comments of their mentee, or if they believe the behavior to be inappropriate, they should speak with the mentee about it and notify the program lead as soon as possible.



# 07 **Step seven (optional):** Measure success with a post program survey

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At the end of the annual program cycle, consider distributing program evaluation surveys to mentors so that they can report back on their experience. These surveys are a great way to unearth best practices and lessons learned so that you can strengthen your company's mentorship program year after year. A sample survey and cover email can be found in the [Appendix](#).

*Note: A similar sample survey for mentees is also included in the Appendix. It is up to you and your partner organization to decide whether or not to distribute that survey to mentees and how to share learnings.*





## Ensuring the long-term success of the mentorship program

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If you are leaving the company or need to step back from your Mentorship Coordinator responsibilities after a year of service, find a new Mentorship Coordinator within your LGBTQ employee resource group to carry on running the program. Make sure to hand over all essential relationships and resources to the new Mentorship Coordinator.

Likewise, while your colleagues are no longer formally mentors after a year, they should be encouraged to renew their participation in the program for the following year if they have had a positive experience. Additionally, some mentors may opt to stay in touch with their mentees after the conclusion of the program, and in some cases may even form long-term mentoring relationships or friendships with their mentees. Though the parameters of the suggested program are limited to one year, the connections forged may last far beyond the program and continue to positively impact both participants.

# Program kickoff checklist for Mentorship Coordinators:

- Recruit colleagues to serve as mentors for this program and distribute the pre-program mentor surveys.

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- Collect completed surveys from mentors.

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- Identify a local organization that serves LGBTQ+ refugees and asylum seekers to partner with you and recruit mentees for the program.

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- Send the total number of recruited mentors per city to your partner organization.

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- Use survey responses to make matches between prospective mentors and mentees.

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- Once the mentors have been selected, share this guide with them so they can prepare for the program.

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- Schedule four mentorship sessions between mentors and mentees over the course of a year, starting with a group kickoff meeting.

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- Check back in with all mentors in a group call midway through the year to get feedback and share best practices.

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- OPTIONAL:* At the end of the year, distribute post-program surveys to mentors and work with your partner organization to distribute similar surveys to mentees. Analyse survey responses to understand how the mentorship program at your company can be strengthened.

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- If you do not plan to reprise your role as Mentorship Coordinator, find a new volunteer at your company and hand over key relationships and resources.



# Guide For Mentors

This guide contains information and advice that will equip you to serve as a mentor in your organization's professional mentorship program for LGBTQ refugees. Participating in this program is an opportunity for you to strengthen your leadership skills, cross-cultural competencies, and communication abilities.

For your mentee, this professional mentorship program is an opportunity to receive professional guidance from a trusted resource in an LGBTQ-affirming space and better understand how to navigate a new job market.



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- 3. Mentor-mentee meeting resources**
  - a. Meeting one: Career goals
  - b. Meeting two: Resumes and cover letters
  - c. Meeting three: The interview process
  - d. Meeting four: Networking





# The Mentorship Program

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## **Program overview**

You will be matched with a local LGBTQ refugee or asylum seeker who will be your mentee for the duration of this year-long program. As a mentor, you will be expected to:

- Meet with your mentee at least four times over the course of a year to work together on the following professional development topics. (Note that meeting resources – including pre-reads and mentor-mentee exercises – can be found at the end of this guide.)
  - Career goals
  - Resumes and cover letters
  - The interview process
  - Networking
- Offer your mentee guidance in their job search process, including advice about resumes and cover letters.
- Help your mentee better understand workplace cultural norms.
- Assist your mentee in developing their professional network.

## **The role of the Mentorship Coordinator**

The mentorship program at your company will be managed by one of your colleagues who has volunteered to serve as the Mentorship Coordinator. This person is responsible for managing all administrative aspects of the program, including matching mentor-mentee pairs, scheduling meetings, and running the post-program review process.

In addition, the Mentorship Coordinator will be your primary point of contact should any questions or challenges arise over the course of the program. In some cases, they will be able to advise you directly; in other cases they may refer you to a local NGO that your mentee has a preexisting relationship with.

### **The matching process**

To begin your role as a mentor, you will need to fill out a preliminary survey that asks about your professional and personal background. Your Mentorship Coordinator will receive a list of prospective mentees located in your city; make matches between mentor and mentee candidates; and send you an email to connect you with a mentee.

### **Mentor-mentee meetings**

You will be expected to meet with your mentee four times over the course of a year. Your Mentorship Coordinator will be in touch about the timing and location of these meetings. You should send a personal note to your mentee in advance of each of these meetings to express your enthusiasm about working together and to confirm their attendance. If you or your mentee can not make it to one of the meetings, please find an alternative time to meet with them. If in-person meetings are not possible at any point throughout the year, your Mentorship Coordinator will work with all program participants to move the program online.

As this mentorship program is focused on professional development, you will be expected to cover a range of relevant topics with your mentee over the course of the year. The final section of this guide consists of resources to help you prepare for each meeting with your mentee, as well as exercises to work through together during these meetings.

You should also consider reaching out to your mentee at other times of the year that are relevant to the LGBTQ community to build a rapport and develop your relationship. Some occasions where this may be appropriate include; LGBTQ history month in February; Pride month in June; and Trans Day of Visibility on March 31.

### **Advocate for your mentee**

When appropriate, your efforts to advocate for your mentee can go a long way. If they are looking to make a professional connection, attend a workplace networking event, or have their resume forwarded, your support can make a big difference. In your capacity as a mentor, you can greatly assist your mentee by making introductions between them and your professional contacts.



*Over the course of this mentoring relationship, it's very likely that this person will become a close friend to you. A lot of people are incredibly generous. They want to give back to you as much as you're giving to them. And then you'll get to see through their eyes."*

**Dee Um**

Barista Training Program Manager at 1951 Coffee Company

### **Post-program feedback**

At the end of your year in a formal mentor capacity, you may be asked by your Mentorship Coordinator to complete a survey about your experiences and about your mentee's trajectory.

In these feedback forms, consider the ways in which your mentee has developed a better understanding of how to navigate the job market and workplace culture. The focus of this assessment is not about their character as a mentee as much as it is about their capacity to take the knowledge and skills acquired during the year and apply them to their career.

### **Support your mentee post-program**

At the end of the year, you will no longer formally be a mentor through this program. You may decide to stay in touch with your mentee after the conclusion of the program, but that is at your discretion. Keep in mind that the sensitivities around inappropriate topics to discuss is still crucial even if you are not part of a formal mentoring structure.

Your mentee may ask you to continue to make connections with people in your network or to continue meeting with them to brainstorm ideas and get your advice. Just as setting clear expectations is important at the start of a mentoring relationship, it is also important to set expectations at the conclusion of the formal mentorship program around how involved you'd like to be moving forward in their professional development.

If your company's program to mentor LGBTQ refugees will last for more than one year, we encourage you to serve as a mentor for a new mentee in the second or third year of this initiative.

# How to be an Effective Mentor

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## Understand your role as a mentor

As a mentor, you have a unique opportunity to help your mentee identify their career goals and create plans to achieve them. This is especially valuable to LGBTQ refugees, many of whom resettle without their families and without a robust social network.

However, this experience is not solely about advising. You will also be able to learn from your mentee and develop cross-cultural competencies through this experience. Individuals who mentor others tend to develop a greater sense of self-confidence and self-awareness as they enhance their leadership abilities.

As a mentor stepping into the role of advisor, we recommend that you focus on providing your mentees with guidance, rather than solutions. You are not a case manager or decision-maker. Your role is to provide ideas, tools, and skills that can bolster your mentee's long-term success. You can also point your mentee in the direction of specific resources or people that might be able help them to build skills outside of your area of expertise.



*Regardless of where you sit in the corporation, your experiences and values can be meaningful when giving back to the community."*

**Rick Wilson**

Director of Diversity & Inclusion at AT&T



*Something that happens a lot is employers are curious about their story but they'll tell you when they feel safe telling you. People think it's correct to ask but there's a revictimization so people need to know where the limit is."*

**Hiram Villarreal**

Durable Solutions Assistant at UNHCR Mexico



*When mentoring, there's an importance of recognizing that you are not the expert and you are not expected to know everything. There is not a hierarchy of relationships. It is a two-way relationship. As much as you are teaching and training them, they are doing the same for you."*

**Kajal Shahali**

Youth Program Manager at Refugee & Immigrant Transitions (RIT)

### **Be aware of important sensitivities**

Working with LGBTQ refugees requires attention on your part about sensitive issues. Your role is not to act as a social worker or psychologist, and you must be sensitive to important boundaries. Do not ask probing questions about your mentee's life in their country of origin that may require them to relive traumas. It is appropriate to ask about their professional experiences before and after resettling; it is not appropriate to ask questions about their families, the political situations in their countries of origins, or the specifics that led them to emigrate. (Note that your mentee may volunteer this kind of personal information on their own, and if that does happen, you are welcome to engage in that conversation if you feel comfortable doing so.)

LGBTQ refugees might have different norms and understandings about sexual orientation and gender identity than you do. Do not make assumptions about your mentee's identity based on their appearance or way of dressing. Recognize that cultural differences may inform different perceptions of what it means to be part of the LGBTQ community. At the start of your time with your mentee, ask how they would like to be addressed. This can be a helpful way to understand the name by which they'd expect to be called and the pronouns that reflect their gender identity.

Keep in mind that there may be tremendous cultural, political, and philosophical differences between you and your mentee, even if you share a similar LGBTQ identity. Just as it is not your place to pry for details about your mentee's experiences in their country of origin, it is not appropriate for you to disparage them for a political stance that you disagree with.

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It is also important to be considerate of the type of career that your mentee aspires to. Be conscious of the fact that refugees often need immediate opportunities to make money upon resettlement, and if they aren't fluent in the local language or their credentials are not recognized locally, they may need to work in lower-paying jobs before they can find work in their area of interest. Some refugees may be content with remaining in lower-paying or lower-skill roles longer-term, while for others, these kinds of roles may be a necessary stepping stone to jobs in their fields of interest.

Finally, note that many refugees leave successful, stable careers in their countries of origin and have to readjust their career expectations upon resettling. If this is the case with your mentee, be sensitive to their desire to continue in their field of expertise, even if they are working a lower-skill job in the interim, and consider how you can support them as they work towards re-establishing themselves in their chosen field.



*I have often said to volunteers and mentors, the fact you want to volunteer with refugees and asylum seekers demonstrates that you have an open mindset, but half the refugee and asylum seeking population you will be working with will not necessarily have your liberal values. Part of cultural humility is putting that aside for a minute and sitting in how uncomfortable that might be. To build a relationship with someone who is completely different from you."*

**Kajal Shahali**

Youth Program Manager at Refugee & Immigrant Transitions (RIT)



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## **Manage your mentee's expectations**

Be clear with your mentee about what they can expect from your relationship. Your role is to work with your mentee to make them a stronger candidate for employment, but you cannot guarantee that your support will result in your mentee landing a job by the end of the year-long program. You should emphasize this distinction to your mentee upfront to avoid disappointment or conflict down the line.

### **Things that your mentee can reasonably expect of you include:**

- Working together to sharpen your mentee's job acquisition skills.
- Explaining resume fundamentals and offering your mentee feedback on their resume.
- Discussing how to navigate corporate workplaces.
- Discussing networking and potentially connecting your mentee with relevant contacts in your own network.
- Advocating for your mentee.

It is important that you are honest about what you can bring to the mentorship experience from the start. Consider whether or not you're open to meeting more than four times per year, as well as how much time you are willing to commit to proofreading resumes and cover letters or doing other activities to support your mentee outside of your scheduled meetings.

## **Model appropriate behavior and conduct**

An important aspect of this mentoring relationship is maintaining trustworthiness and respecting your mentee's confidentiality. LGBTQ refugees tend to be hyper-aware of breaches in trust, so it is imperative that you honor their trust to the greatest extent possible.

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However, if your mentee discloses information that reflects that they are in danger or that they are putting someone else in danger, do not keep that information to yourself. Information relating to your mentee's safety and security needs to be relayed back to the staff at the organization that originally referred them to participate in this mentorship program. (You can reach out to your Mentor Coordinator, who can help to connect you with the organization or relay the information for you.) Do not attempt to manage a difficult situation on your own.

Your company's sexual harassment and conduct policies should apply to mentor-mentee relationships. We expect that for the duration of the mentoring relationship, sexual and romantic relationships between mentors and mentees will be prohibited, as will lewd and sexually suggestive comments. This mentoring experience is professional in nature, and should reflect that in the conduct of both parties. If you abuse your status as a trusted figure to engage in a romantic or sexual relationship with your mentee, this constitutes sexual misconduct. No participant in this mentorship should ever be made to feel intimidated, coerced, unsafe, or undignified based on interactions in person or online. A violation of these principles constitutes harassment.

At the same time, many LGBTQ refugees are coming from extremely oppressive societies and contexts, and may experience a newfound freedom in a workplace that is affirming of their sexual orientation and gender identity. This can sometimes lead to a lack of awareness of appropriate behavior in a work environment. If you feel uncomfortable with your mentee's behavior or believe it to be inappropriate, notify your Mentorship Coordinator immediately.



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*Know where the limits are and know when to say no. Know when things are outside of your experience. The most professional and moral thing to do is to point them to another person or organization that can help."*

**Hiram Villarreal**

Durable Solutions Assistant at UNHCR Mexico







# Mentor-mentee meeting resources

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As a mentor, your primary objective throughout this mentorship program is to support your mentee in their career and professional development.

With this goal in mind, we have identified a series of relevant topics for you to discuss with your mentee in each of your four meetings:

- 01** Career goals\*
- 02** Resumes and cover letters
- 03** The interview process
- 04** Networking

Below you will find meeting pre-reads for you and suggested exercises for you and your mentee to work through together in each of your meetings. Note that for any of your meetings, you may choose to cover a different topic, either at the discretion of your Mentorship Coordinator or if you and your mentee determine that a given topic is not a good use of their time.

*\*Note that the resources for this first meeting also include tips for setting expectations with your mentee regarding the mentorship program and your relationship. Even if you do choose to cover a topic other than career goals during your first meeting, you should still plan to set expectations with your mentee to lay the groundwork for a successful year together.*

# 01

## Meeting one: **Career goals**

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### **Purpose of meeting**

- ▲ Get to know your mentee.
- ▲ Begin to develop concrete steps for their career trajectories.
- ▲ Establish goals and expectations for mentorship.\*

### **Exercises**

#### **1. Get to know one another**

- a.** Use the following conversation starters to share some of your own experience as an LGBTQ person or ally in the workplace.
  - i. Tell your mentee a little bit about your own professional history and future career goals.*
  - ii. How has your LGBTQ identity played a part in your career?*
  - iii. If you are an ally, what have you witnessed that is helpful to share?*
- b.** Your mentee may be hesitant to open up immediately, so asking surface level questions may be a good place to start.

#### **2. Begin a conversation about your mentee's career goals.**

- a.** Does your mentee have specific career aspirations, such as interest in a certain industry or professional skill set?
- b.** What is your mentee's motivation to enter a specific field? Learn more about their professional interests to get to know them better.



- 
- c.** Ask about their long-term career aspirations and where they would like to be career-wise in one to five years. What steps do you or they think they might need to take to find a job that matches this vision?
  - d.** Discuss educational opportunities. Is your mentee interested in going to school for a degree or taking a language course?
  - e.** Discuss re-credentialing. Did your mentee used to practice a profession or trade in their country of origin that they'd like to pursue again? What steps might they need to take to obtain local credentials?

### **3. Clarify expectations of the mentorship**

- a.** Write down what you and your mentee both see as necessary and important goals for the mentorship experience. You can refer back to these goals in your future sessions.
- b.** Confirm that your mentor understands that you will be supporting their professional development over the coming year, but that you are not able to guarantee that you will be able to help them land a job within that time frame.

*\*Setting expectations with your mentee regarding the mentorship program and your relationship is a critical component of your first meeting. Even if you do choose to cover a topic other than career goals during your first meeting, you should still plan to set expectations with your mentee to lay the groundwork for a successful year together.*

## NEXT STEPS

1. Discuss ways that you can be supportive in the coming weeks. Consider setting deadlines for any next steps.
2. Establish expectations for follow-up and any other communication between meetings.
3. If helpful, ask your mentee to create a document that outlines some of their short- and long-term career goals.
4. In your next meeting you will be focusing on resumes and cover letters. Ask your mentee to bring a resume and sample cover letter with them for you to review (note that your mentee can use documents from a previous job application). Finally, consider bringing printed copies of your own resume and a cover letter to share with your mentee as an example. If your meeting will be held via videoconference instead of in-person, make sure to exchange all of the above documents with your mentee by email in advance.



# 02 Meeting two: Resumes and cover letters

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## Purpose of meeting

- ▲ Explain a resume's purpose and function.
- ▲ Explain a cover letter's purpose and function.
- ▲ Strengthen your mentee's resume and cover letter templates.

## Exercises

### 1. Discuss the purpose and function of resumes and cover letters

- Share how resumes factor into the job search process and the specific nuances of resumes in your country's job market, including what elements of a resume are most important in your country.
- Discuss the purpose of cover letters and share with your mentee how to properly format cover letters in your country.
- Introduce your mentee to LinkedIn and help them set up a LinkedIn profile if they don't already have one. Explain similarities and differences between a resume and a LinkedIn profile.\*
- Explain that the overarching goal of resumes, LinkedIn profiles, and cover letters is to enable them to make a strong impression with recruiters. Consider sharing a personal story to illustrate the importance of these materials.
- To set expectations, make sure to note that while having a strong resume and cover letter is essential, interviewing and networking skills – which you'll cover later in the year! – are also critical to landing a job.
- If you have time, touch on email etiquette as it pertains to the job application process.



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## 2. Edit your mentee's resume together

- a. Review your mentee's resume together and suggest edits as you go. Talk through the changes you're suggesting so that your mentee can understand why you are making certain edits.
- b. Be sure to explain which resume components are critical, especially with regard to education and work experience.
- c. If appropriate in your country context, it may be helpful to find somewhere on the resume to explicitly note that your mentee is authorized to work in your country.
- d. Discuss the pros and cons of being openly LGBTQ on your resume. This may include listing your pronouns or mentioning a job at or affiliation with an LGBTQ organization under previous experiences.
- e. Before you finish this exercise, make sure that your mentee is comfortable implementing your feedback independently following the meeting.

## 3. Edit your mentee's cover letter

- a. Explain how your mentee can use a cover letter to highlight skills and experiences that make them a strong candidate for a job. Be sure to note that each job application needs a unique cover letter specific to that opportunity and that in some instances a cover email may replace a cover letter.
- b. Discuss best practices for cover letter writing in your country, and if you have the relevant expertise, in your mentee's field of interest. Discuss strategies for incorporating personal elements, such as their LGBTQ or refugee identity, into a cover letter to highlight your mentee's resiliency and strength.

- 
- c.** Review your mentee's sample cover letter. Provide feedback on their cover letter and explain why you are recommending each change. Focus only on feedback that would be transferable to future cover letters.
  - d.** Before you finish this exercise, make sure that your mentee is comfortable implementing your feedback independently following the meeting.

#### NEXT STEPS

- 1.** Ask your mentee to revise their resume and cover letter based on the feedback you shared with them during the meeting. Agree on a timeline for these revisions and ask them to send you the updated versions of both documents so that you can share any additional feedback.
- 2.** If you covered email etiquette in this session, consider sending practice emails that exemplify expected email communication style.
- 3.** If you're willing and able to follow through, offer to proofread their application materials to jobs or educational programs. (This offer can always be extended at any point throughout the program.)



# 03

## Meeting three: The interview process

---

### Purpose of meeting

- ▲ Review interview fundamentals and skills
- ▲ Role play a mock interview

### Exercises

#### 1. Discuss the fundamentals of informational interviews and job interviews.

- a. Suggest helpful best practices for interviews. Share insights about how to answer questions in ways that highlight strong skills and experiences and how to avoid common interview faux pas. Discuss strategies for performing well in interviews in your country, which may be different from expectations in your mentee's country of origin.
  - i. *Be sure to address punctuality. Different countries and cultures have varying expectations of what it means to be "on time," and it is important to convey the necessity of showing up early for an interview so that it can begin exactly when scheduled.*
  - ii. *We suggest sharing basic expectations around concepts such as personal appearance, hygiene, reliability, and good communication. Explicitly reviewing your country's norms and expectations about things like this can dramatically improve your mentee's preparedness for an interview.*
  - iii. *You may want to discuss the role of "small talk". Often interviewers may start the interview with small talk to build a connection with the interviewee, to get a moment to catch their breath before the interview, or to see how the applicant engages with new people.*
- b. Review proper dress code for your mentee's field(s) of interest.



- 
- c.** Discuss being open about your LGBTQ identity in an interview setting.
    - i.* What does it look like to present as queer in an interview? Might certain modes of behaving or dressing be coded as queer in your country's culture?
    - ii.* What are some benefits and risks of disclosing aspects of your LGBTQ identity with an interviewer? Discuss appropriate ways to disclose your LGBTQ identity in an interview.
  - d.** Discuss common challenges that refugees face in an interview setting. How can your mentee best highlight their specific experiences and qualifications?
  - e.** Discuss how to evaluate potential employers, including their commitment to LGBTQ-inclusive policies and workplaces. This will be particularly important if your locale does not explicitly prohibit workplace discrimination based on sexual orientation and/or gender identity. You can point your mentee to resources on employers with LGBTQ-inclusive benefits like these:
    - i.* Canada - Pride at Work's [Workplace Inclusion Index](#)
    - ii.* U.S. - Human Rights Campaign's [Corporate Equality Index](#)
    - iii.* Mexico - Human Rights Campaign's [Equidad MX](#)

**||** *While the majority of Fortune 500 companies in the U.S now have LGBTQ-inclusive non-discrimination policies, there are still many businesses that do not have these protections and operate in jurisdictions that do not explicitly protect LGBTQ employees from workplace discrimination based on sexual orientation and gender identity. We developed HRC's [Corporate Equality Index](#) and [Equidad MX](#) to provide transparency into corporate workplace policies and drive change within those institutions."*

**Beck Bailey**  
Workplace Equality Program Director, Human Rights Campaign

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## 2. Conduct a mock interview

- a. Spend most of your meeting together practicing interview skills. Affirm that this is a safe way for your mentee to practice what it's like to interview for a job, and let them know that you will offer them feedback for how to improve their interviewing skills.
- b. For a list of questions to use in your practice interview, we recommend utilizing the Mock Interview Script on pages 23-24 of the [HIAS Career Mentor Handbook](#).
- c. Make sure to tailor your questions and feedback to your mentee's field(s) of interest.

## 3. Following up on an interview

- a. Talk about expected etiquette when following up with people after informational interviews and job interviews, including writing a thank you email.
- b. Discuss cultural norms regarding hearing back from a potential employer after an interview.
  - i. *How long should they expect to wait before hearing back from a company after an interview?*
  - ii. *What should they do if they have not heard back after a few weeks?*



---

## NEXT STEPS

1. Your mentee may be interested in beginning to set up and conduct informational interviews. Arrange an informational interview – in person or by phone – between your mentee and one of your contacts working in their field of interest.
2. If relevant, offer to help your mentee prepare for upcoming interviews by email or by phone. (This offer can always be extended at any point throughout the program.)

# 04 Meeting four: **Networking**

---

## **Purpose of meeting**

- ▲ Explain fundamentals of networking.
- ▲ Practice networking skills.
- ▲ Discuss aspects of networking that pertain to LGBTQ job seekers.

## **Exercises**

### **1. Create a networking strategy with your mentee**

- a. Get a sense of your mentee's professional and personal networks and discuss how these can be best utilized to advance their job search.
- b. Discuss cultural norms around networking, including reviewing the types of questions that would be helpful to ask and the role of small talk.

### **2. Conduct a mock networking session with your mentee**

- a. Pretend that you are having a casual conversation at a networking event. Have your mentee practice asking questions to learn about your work and finding opportunities to share more about their professional background and interests.
- b. Debrief on the mock networking session. Share feedback with your mentee and give them an opportunity to voice what that felt comfortable or uncomfortable to them.



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### 3. Discuss the experience of networking as a LGBTQ person

- a. Share best practices for networking as a LGBTQ person and your own experience of coming out or not coming out when networking with professional contacts.
- b. Discuss how to utilize the LGBTQ community for networking purposes. Joining a LGBTQ professional association or social group (e.g. a sports team) can be a great way to build both social and professional connections.

### 4. Discuss expectations for your relationship after the mentorship program concludes

- a. Given that this will be the final formal meeting between you and your mentee, we recommend you discuss the nature of your communication moving forward.
- b. Consider what you may or may not be able to offer in this relationship in the future. Can they contact you for a reference? Are you available to proofread resumes or cover letters?
- c. Are there people that you might be able to connect your mentee with?
- d. Do you know of any upcoming networking events where they can practice their networking skills?

#### NEXT STEP

Let your mentee know that they may be receiving a post-mentorship survey from the organization that referred them for this mentorship program.

# Appendix



## Sample email for prospective mentors

*To be sent by mentorship coordinator*

Dear all,

I am writing to share an exciting opportunity for you to serve as a mentor for an LGBTQ refugee or asylum seeker. We have established a professional mentorship program for LGBTQ+ refugees and asylum seekers in our community and we are now recruiting LGBTQ employees and allies at our company to serve as mentors for this program.

Mentoring a LGBTQ refugee is an opportunity for you to support one of the most vulnerable segments of the LGBTQ community and help them succeed in their careers. Mentors are expected to meet with their mentees four times over the course of a year. We will be arranging the logistics of these four meetings and providing you with suggested lesson plans for what to cover with your mentee in each of these meetings, such as reviewing their resume and cover letter and helping them develop their professional network.

If you are interested in participating in this mentorship program, please fill out the survey link here [insert link]. Let us know if you have any questions about serving as a mentor. We hope that many of you will participate in this mentorship program and help give back to the LGBTQ community!

Best,

[YOUR NAME]

## Recruitment survey for prospective mentors

*To be distributed by mentorship coordinator*

### **Thank you for your interest in serving as a mentor for a LGBTQ refugee or asylum seeker.**

The mentorship program is focused on helping LGBTQ refugees identify their career goals and help them develop the skills and connections to reach them. You will work with your mentee on skills such as navigating workplace culture, writing a strong resume, practicing interview techniques, and building a professional network.

The survey below is designed to match you with a mentee who has professional experiences and skills that match your interests. Once a match is made, you will work with your mentee over the course of one year, meeting at least four times. We will be in contact with you before and during the mentorship begins to offer more logistical information.

---

### **Steps to begin the mentorship program:**

- Complete the survey below.
- We will then match you with an LGBTQ refugee or asylum seeker who will be your mentee and connect you via email and send you the date of your first meeting. You should email your mentee in advance on the first meeting to showcase your enthusiasm for working together and confirm their attendance.



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**1. What is your gender?**

- Female
- Male
- Non-binary/ third gender
- Prefer to self-describe.....
- Prefer not to say

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**2. Transgender is an umbrella term that refers to people whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth. Other identities considered to fall under this umbrella can include non-binary, gender fluid, and genderqueer – as well as many more. Do you identify as transgender?**

- Yes
- No
- Prefer not to say

---

**3. What is your sexual orientation?**

- Gay
- Lesbian
- Bisexual
- Queer
- Heterosexual
- Prefer not to answer
- Prefer to self-describe .....

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**4. In what metro area do you currently live?**

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**5. What languages do you speak, and to what degree of fluency?**

*(Please note basic, intermediate, or advanced.)*

- Arabic
- English
- Farsi
- French
- Russian
- Spanish
- Swahili
- Other .....

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**6. In what industries do you have work experience?**

- Agriculture
- Communications and telecommunications
- Construction
- Finance and insurance
- Health and social care
- Manufacturing and production
- Nonprofits and NGOs
- Real estate, renting, and leasing
- Retail
- Service industry
- State and local government
- Technology
- Other .....



## Sample email for prospective mentees

*To be sent by your partner organization*

Dear all,

I am thrilled to share an exciting opportunity for you to participate in a professional mentorship program for LGBTQ refugees and asylum seekers. The mentorship program will enable you to receive one-on-one guidance and support from an LGBTQ professional or ally at [Insert name of your company], who can help you develop your career goals, strengthen your resume and cover letter, and expand your professional network. You will be expected to meet four times with a mentor over the course of one year.

If you are interested in participating in this mentorship program, please fill out the survey link here [insert link]. Let us know if you have any questions about the program. We hope that you will take advantage of this wonderful professional development opportunity!

Best,

[YOUR NAME]



## Recruitment survey template for prospective mentees

*To be distributed by staff at your partner organization*

### **Thank you for your interest in participating in this mentorship program for LGBTQ refugees and asylum seekers.**

The survey below is designed to match you with a mentor from a large company (OR name of specific company) who has professional experiences and skills that match your interests. Once a match is made, you will work with your mentor over the course of one year, meeting at least four times over the course of the year (either virtually or at their offices). A Mentorship Coordinator from your mentor's company will be in contact with you before and during the mentorship begins to give you more logistical information.

---

### **Here are steps that you will need to take to participate in this mentorship program:**

- Complete the survey below.
- Your survey responses will be shared with the staff at [Insert name of your company] so that they can match you with a mentor.
- The Mentorship Coordinator from [Insert name of your company] will introduce you to your mentor via email and invite you to an initial meeting to get to know your mentor.

**1.** What is your gender?

- Female
- Male
- Non-binary/ third gender
- Prefer to self-describe .....
- Prefer not to say

**2.** Transgender is an umbrella term that refers to people whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth. Other identities considered to fall under this umbrella can include non-binary, gender fluid, and genderqueer – as well as many more. Do you identify as transgender?

- Yes
- No
- Prefer not to say

**3.** What is your sexual orientation?

- Gay
- Lesbian
- Bisexual
- Queer
- Heterosexual
- Prefer not to answer
- Prefer to self-describe .....

**4.** In what metro area do you currently live?

.....



5. What is your native language? .....

6. What languages do you speak, and to what degree of fluency?

*(Please note basic, intermediate, or advanced.)*

- Arabic
- English
- Farsi
- French
- Russian
- Spanish
- Swahili
- Other .....

7. What education have you completed?

- Secondary/high school
- Bachelor's degree
- Master's degree
- Other .....
- None of the above

*Continued overleaf*

**8.** In what industries do you have work experience?

- Agriculture
- Communications and telecommunications
- Construction
- Finance and insurance
- Health and social care
- Manufacturing and production
- Nonprofits and NGOs
- Real estate, renting, and leasing
- Retail
- Service industry
- State and local government
- Technology
- Other .....

**9.** What industries interest you in your country of resettlement?

- Agriculture
- Communications and telecommunications
- Construction
- Finance and insurance
- Health and social care
- Manufacturing and production
- Nonprofits and NGOs
- Real estate, renting, and leasing
- Retail
- Service industry
- State and local government
- Technology
- Other .....



## Optional post-program survey for mentors

*To be distributed by mentorship coordinator*

### **Congratulations on finishing your year-long mentorship role!**

We hope that you had a positive experience working with your mentee and that you were able to share insights to help them advance their careers. The attached survey asks questions about your experience over the course of the program. Please answer with as much detail and description as you can in order to help us understand how to best run this program in the future.

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**For the first questions, please share as much as much information as you are comfortable with.**

1. Did you enjoy participating in this mentorship program?  
Why or why not?

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2. What was your relationship like with your mentee?

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**For the following questions, answer on a scale of 1-10, with 1 being extremely unsatisfactory and 10 being extremely satisfactory.**

*Please feel free to add comments to each answer.*

**To what extent:**

Were you able to respond to your mentee's specific questions?

Score ...../10

.....

Did you witness goal-oriented growth in your mentee?

Score ...../10

.....

Did you feel that your mentee developed an understanding of workplace norms?

Score ...../10

.....

Were you able to help your mentee develop a stronger professional network?

Score ...../10

.....

Did your mentee grow as an interviewee?

Score ...../10

.....

Did you find the structure of the program to be helpful?

Score ...../10

.....

Were you able to rely upon your company's mentorship coordinator in order to address questions or issues related to your experience mentoring?

Score ...../10

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Were you able to use insight from other mentors?

Score ...../10

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Was your mentee punctual and prepared for your meetings?

Score ...../10

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Was your mentee committed to taking this program seriously?

Score ...../10

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Would you serve as a mentor for a new cohort of LGBTQ refugees?

Score ...../10

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Would you encourage your peers to serve as mentors for LGBTQ refugees in the future?

Score ...../10

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## Optional post-program survey for mentees

*To be distributed by staff at your partner organization*

### Congratulations on completing the year-long mentorship program!

We hope that your experience provided valuable insights about searching for jobs and developing a professional network. The attached survey asks questions about your experience in this program. Please answer with as much detail and description as you can in order to help us understand how to best run this program in the future.

---

#### Please answer these questions with Yes or No:

- |  | Yes                   | No                    |
|--|-----------------------|-----------------------|
| 1. Were you employed at the beginning of their mentorship program?                       | <input type="radio"/> | <input type="radio"/> |
| 2. Were you employed by the end of this mentorship program?                              | <input type="radio"/> | <input type="radio"/> |
| 3. Did you find a new job over the course of the mentorship program?                     | <input type="radio"/> | <input type="radio"/> |
| 4. Do you feel that this mentorship program helped you identify and secure a better job? | <input type="radio"/> | <input type="radio"/> |

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#### Please share 2-4 sentences to answer each question.

1. In what ways was your mentor most helpful?

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2. Which subjects were most helpful to learn about with your mentor?

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3. What were some of your biggest successes in working with your mentor?

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4. What were some of your biggest challenges in working with your mentor?

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5. How could this mentorship experience be improved?

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**6.** Were there enough meetings over the course of the year?

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**7.** Are there topics that were not covered that would have been helpful to you?

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**8.** What topics needed a greater focus/time than others?

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**For the following questions, answer on a scale of 1-10, with 1 being extremely unsatisfactory and 10 being extremely satisfactory.**

*Please feel free to add comments to each answer.*

Was your mentor responsive to your specific questions?

Score ...../10

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Did your mentor help you set realistic, achievable career goals?

Score ...../10

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Do you feel you achieved some of your set career goals?

Score ...../10

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Did your mentor offer advice to help you achieve those career goals?

Score ...../10

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Did you feel that your mentor cared about your professional success?

Score ...../10

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Did your mentor help you better understand the job market and workplace norms in your new host country?

Score ...../10

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Did your mentor advise you in creating a strong resume?

Score ...../10

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Did your mentor advise you in creating strong cover letters?

Score ...../10

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Did your mentor provide you with ideas to help you in your job search?

Score ...../10

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Was your understanding of networking enhanced?

Score ...../10

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Have your interviewing skills improved?

Score ...../10

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Have you learned about cultural norms related to workplaces in your host country?

Score ...../10

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Did your mentor help you develop a stronger professional network?

Score ...../10

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Did you feel that the program was well organized?

Score ...../10

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