

Reentry Mentorship

PROGRAM FACILITATOR'S GUIDE



Developed for the Massachusetts Office of Community Corrections by the National Center for State Courts with the support of the State Justice Institute

SEPTEMBER 2022



This publication was developed by the Massachusetts Office of Community Corrections under contract with the National Center for State Courts and with the support of the State Justice Institute, grant number SJI-20-T-027. The points of view expressed are those of the Massachusetts Office of Community Corrections and do not necessarily represent the official position or policies of the State Justice Institute.

About OCC

The Office of Community Corrections (OCC) is an organization within the Massachusetts Probation Service that oversees the design, development, and implementation of programming that reduces future harm by using evidence-based practices to connect clients to treatment, education, and career supports in the community. The OCC provides an alternative to jail and prison through the delivery of intensive treatment, education, and career supports to more than 1,000 participants per year through a statewide network of Community Justice Support Centers. The OCC engages with an additional 60,000 people every year through Support Centers and its Community Service Program.

About NCSC

The National Center for State Courts (NCSC) is an independent, non-profit organization whose mission is to promote the rule of law and improve the administrative justice in state courts and courts around the world. Since its founding in 1971, the organization has played a key role in the development of court administration worldwide.

About SJI

The State Justice Institute (SJI) was established by federal law in 1984 to award grants to improve the quality of justice in state courts, and foster innovative, efficient solutions to common issues faced by all courts. Project grants are the centerpiece of SJI's efforts to improve the administration of justice in state courts nationwide. They are intended to support innovative education and training, demonstration, and technical assistance projects that can improve the administration of justice in state courts locally or nationwide.

About Honorable Ralph D. Gants

Ralph D. Gants was the former Chief Justice of the Massachusetts Supreme Judicial Court. Gants was born in New Rochelle, New York in 1954. He received his B.A. from Harvard College in 1976, graduating *summa cum laude* and Phi Beta Kappa. The following year he completed a

Diploma in Criminology at Cambridge University in England. In 1980, he earned a Juris Doctor, magna cum laude, from Harvard Law School where he was notes editor of the Harvard Law Review. He was sworn in as the 37th Chief Justice of the Supreme Judicial Court on July 28, 2014 by Governor Deval Patrick. Gants died suddenly on September 14, 2020. Known for his unwavering compassion, Gants believed in a holistic approach to reducing recidivism and in taking steps to enable a successful transition for people leaving the prison system and reentering society. Notably, through his work with the executive and legislative branches on the Justice Reinvestment Initiative, he played a major role in the state's 2018 enactment of sweeping criminal justice reform. In July 2022, by Chapter 126 of the Acts of 2022, the Massachusetts Legislature created the *Ralph Gants Reentry Services Program* through an appropriation to the Office of Community Corrections. (courtesy MA Bar Foundation, Wikipedia)





Table of Contents

Introduction	5
Reentry Mentorship Training Modules.....	6
Supplemental Materials and Resources	10
Reentry Mentorship Program Evaluation Tools	11
Reentry Mentorship Program Considerations and Guidance Tool	13
Attachment A: Reentry Mentorship Program Evaluation Tools.....	15
Attachment B: Reentry Mentorship Program Considerations and Guidance Tool	21

Introduction

Formerly incarcerated persons often face enormous barriers to successful reentry into the community. Challenges can include securing housing and employment; building positive relationships; and locating necessary resources, such as medical services and mental health support. The Massachusetts Office of Community Corrections (OCC) keeps communities safe through a network of Community Justice Support Centers that deliver treatment, education, career counseling, and other community supports. Many of these resources can be helpful to those returning from jail or prison. Other resources may be found through county sheriff's departments, municipalities, faith-based groups, healthcare providers and other community organizations. While there are many resources to help recently released individuals, these resources can be hard to navigate. Mentorship programs are one way to help formerly incarcerated individuals locate and access the resources they most need and to support individuals with the process of reentry.

Because mentorship can guide a person returning from prison or jail through the process of reentry, the OCC seeks to encourage community organizations to develop mentorship groups of their own that can help connect those returning from prison to the Ralph Gants Reentry Services Program at the Community Justice Support Center and other programs that support successful reentry. The OCC, under contract with the National Center for State Courts (NCSC) and with grant support from the State Justice Institute (SJI), has developed and compiled a number of tools and resources for sponsoring organizations and their mentors to use, including:

-  [Online, self-paced training modules](#) to provide standardized instruction to reentry mentors
-  [Supplemental materials and resources](#) for organizations and mentors to use for supporting mentees in the reentry process
-  [Evaluation tools](#) to use for monitoring the effectiveness of the training and complementary resources over time
-  [Program development considerations](#) to assist sponsoring programs design, build, and sustain reentry mentorship programs

The purpose of this facilitator's guide is to assist sponsoring organizations with understanding and using these resources as they establish and maintain reentry mentorship programs.

Reentry Mentorship Training Modules

Mentors can be instrumental in supporting individuals recently released from incarceration as they reenter their communities. Specifically, mentors can provide a support system for mentees as they navigate various processes, such as finding housing, securing employment, locating addiction recovery resources, obtaining government documentation, getting welfare benefits, and more. To establish and maintain a successful reentry mentoring program, mentors must receive training. With proper training, sponsoring organizations can ensure that their mentors are equipped to help mentees navigate basic services and resources as well as provide them with non-therapeutic support.

To help mentors understand their role and how to best assist mentees successfully navigate reentry, the OCC has developed a series of online, self-paced training modules. These modules cover fundamental topics and key concepts as they relate to mentoring recently released individuals and include mock scenarios that mentors may be likely to encounter so that they may be prepared to successfully navigate those situations. The modules also include references to additional information, resources, and support services to help mentees during the reentry process.

About the Online Training Modules

There are three self-paced, online modules in the Reentry Mentorship Training series:

Reentry Mentorship Training — Module 1



Reentry Mentorship Training — Module 1 is designed to give volunteer mentors a firm understanding of the key aspects of mentorship, including their role as a mentor. They will also be introduced to the basic aspects of the justice system so that they can better assist the mentee in navigating their reentry from incarceration.

Reentry Mentorship Training — Module 1 topics include the following:

- Overview of the Reentry Mentorship Training modules
- Mentorship goals
- The role of the reentry mentor
- Key players in the reentry process
- Mentee responsibilities
- Setting appropriate boundaries

Reentry Mentorship Training — Module 2



Reentry Mentorship Training — Module 2 aims to give volunteer mentors a deeper understanding of mentee needs during reentry. They will learn how to engage and support mentees during the reentry process and how to identify and respond to mentee behaviors that may impact reentry success.

Reentry Mentorship Training — Module 2 topics include the following:

- The path through the criminal justice system
- Factors that affect recidivism
- Substance use
- Supporting mentees in recovery
- Motivational Interviewing (MI) principles and strategies

Reentry Mentorship Training — Module 3



Reentry Mentorship Training — Module 3 is designed to help volunteer mentors prepare for their first encounter with their mentees as well as develop essential skills for maintaining the mentor/mentee relationship over time. This includes monitoring progress and knowing when to close the mentor/mentee relationship.

Reentry Mentorship Training — Module 3 topics include the following:

- Preparing for the initial meeting with the mentee
- Understanding and reducing resistance to mentoring
- Maintaining a healthy mentor/mentee relationship
- Monitoring progress
- Closing the relationship

Suggestions for Use

The Reentry Mentorship Training modules have been designed as self-paced, online tools to support understanding of the role of the mentor and the reentry mentorship process. The modules should be viewed in their entirety by any individual(s) who will be providing mentoring services prior to any mentoring engagements. They are also designed to be viewed in order. However, sponsoring organizations may determine how and over what course of time individuals must complete the modules, such as viewing all modules together as a suite or individually over a period of time.

The Reentry Mentorship Training modules cover common themes and topics for providing mentoring services. However, sponsoring organizations may have a wide range of programmatic structures or administrative protocols for providing mentoring services. Some organizations may also have adjunct services or other resources that complement the reentry mentorship training. To accommodate these many possible structures, sponsoring organizations may want to provide additional training and guidance to volunteer mentors to

cover any organizational processes and complementary services that tie into reentry mentorship.

Note also that the Reentry Mentorship Training modules are designed to be accessed online, using a desktop or laptop computer, tablet, or even a smartphone. This allows volunteers to access the training at any time and at any place that is convenient to them, including from the comfort of their own home. However, sponsoring organizations may wish to have an area available for mentors to view the training if access to technology is limited.

Recommended technology and supplies for accessing the Reentry Mentorship Training modules:

- Laptop or desktop computer, tablet, or smartphone
- Internet access
- Notebook paper and writing utensil (recommended for notetaking)

Supplemental Materials and Resources

In addition to the self-paced online modules to support mentor training, the OCC has compiled a repository of community resources and other educational materials to help mentors locate necessary support services for their mentees and to support mentors with the mentor/mentee relationship over time. These materials can be used by organizations for providing continuing education and training to mentors, and by mentors to help locate key information and resources needed by their mentees.

About the Supplemental Materials and Resources



Recently released individuals often have needs in domains and service areas such as employment, education, emergency housing/shelter, clothing, food pantries, substance use/behavioral health, mental health, and legal help. The community resources are organized by area of need as well as by county, so that mentors can easily sort resources to find the appropriate service provider for their mentees. Also included are phone numbers and physical addresses so

that mentors and mentees can find more information and contact service providers directly.

Additional resources include programmatic materials to support reentry mentors. Materials reference information on risk, need, and responsivity principles; motivation and engagement; and effective communication skills.

Suggestions for Use

Sponsoring organizations and their mentors are encouraged to review these materials and bookmark their location so that they can quickly and easily find materials that can support the mentor/mentee relationship and help connect recently released individuals with key services in their area. They should also check back regularly as new materials may be added over time.

Reentry Mentorship Program Evaluation Tools

To ensure the continued effectiveness of the reentry mentorship program, it is essential to monitor and evaluate program aspects over time. Evaluation findings can be used to improve service delivery, engage stakeholders and funders, and inform decisions to scale or replicate the reentry program models. Collecting meaningful feedback from sponsoring organizations, volunteer mentor, and program participants will also assist the OCC with possible future improvements or modifications to the training modules and developed resources.

To assist sponsoring organizations with gathering feedback, the OCC has developed a set of reentry mentorship program evaluation tools. These survey and interview questions have been designed for use with sponsoring organization staff administering the reentry mentorship program, volunteer mentors participating in the training and providing mentoring services, and program participants receiving mentorship services.

About the Evaluation Tools

There are four evaluation tools located at the back of this guide, in [Attachment A](#). Tools include:

Sample Evaluation Questions for Use with Reentry Mentors About Providing Mentorship Services

Please provide information on the individuals you have mentored over the last six months.

Sample Evaluation Questions for Use with Reentry Mentors About Training		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
What type of training did you receive?	1. The training program and content helped me learn more about the role of a reentry mentor and the goals of mentorship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please provide information on the individuals you have mentored over the last six months.	2. The training program helped me learn more about the reentry process and the typical path through the justice system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
What information did you receive?	3. The training program helped me learn more about the responsibilities of a mentor, including what a mentor can and cannot do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- Evaluation Tool #1: Sample Evaluation Questions for Use with Organization Staff Administering the Reentry Mentorship Program
- Evaluation Tool #2: Sample Evaluation Questions for Use with Reentry Mentors About Training
- Evaluation Tool #3: Sample Evaluation Questions for Use with Reentry Mentors About Providing Mentorship Services
- Evaluation Tool #4: Sample Evaluation Questions for Use with Individuals Receiving Mentoring Services

Suggestions for Use

To continue to capture and monitor program effectiveness over time, evaluation questions should be used on a regular basis with individuals providing and receiving mentoring services, as well as with key staff who oversee the reentry mentorship program. Note that all survey and interview questions are sample questions. Sponsoring organizations may modify the questions based on custom aspects of their reentry mentorship programs and the type of information and data they wish to collect. Evaluation questions can also be presented in different formats, including in hard-copy format, online, or orally with answers recorded by an interviewer.

Reentry Mentorship Program Considerations and Guidance Tool

When creating a successful mentorship program there is no one-size-fits-all approach. Many factors can influence the program design, such as staff and other resources available. As a result, individual sponsoring organizations may conduct their reentry mentorship programs somewhat, or vastly, differently from one another. Regardless of the model your organization uses, it can be helpful to consider various factors, such as the purpose of the program, the roles of the mentors and other key program participants, and the organization's policies and administrative procedures. Considering such factors may also help in standardizing answers to questions mentors are likely to have, such as, *"What are my responsibilities?"* *"What is the time commitment?"* and *"Who do I contact for help?"*

While the OCC is providing materials and resources to support reentry mentoring programs, final decisions regarding the reentry program will be up to the sponsoring organization. To support sponsoring organizations in these decisions, the OCC has included a reentry mentorship program considerations and guidance tool in [Attachment B](#) for optional use by programs. This resource can be used by sponsoring organizations as a brainstorming tool, an instrument for formalizing program mission and policies, or a template for creating a reentry mentorship volunteer handbook to be provided to mentors to orient them with the reentry mentorship program and its requirements. Sponsoring organizations may also use the topics and examples as provided or customize them to meet their preferences.

The guidance tool has been divided into three sections:

- Part I: Program Information
- Part II: Information for Mentors
- Part III: Supervision and Support

Under Part I: Program Information, sponsoring organizations will be prompted to consider foundational aspects of the program, including the purpose and design of their reentry mentorship program. Part I also covers considerations for recruiting and selecting mentors, eligibility for participation in the program, and metrics for evaluating the program's success.

In Part II: Information for Mentors, sponsoring organizations will be prompted to consider important information for mentors, including their role, responsibilities and restrictions around

mentoring, time commitments, training requirements, program policies and procedures, and other information that will help support mentors in their interactions with mentees and answer common questions.

In Part III: Supervision and Support, sponsoring organizations will be prompted to consider how they will support their mentors and mentees over time, including the check-in procedures it will use with mentors and mentees. Part III also covers considerations for monitoring progress to ensure mentees' reentry goals are being met, what ongoing training or other peer-sharing opportunities will be provided to mentors, and what steps to follow when it is time to close the mentor/mentee relationship.

Attachment A: Reentry Mentorship Program Evaluation Tools

Evaluation Tool #1: Sample Evaluation Questions for Use with Organization Staff Administering the Reentry Mentorship Program

Sample Evaluation Questions for Use with Organization Staff Administering the Reentry Mentorship Program

- Please provide information on the total number of participants served by the reentry mentorship program over the last six months.

- What types of needs did participants most frequently need assistance with?

- Please provide any challenges or issues experienced administering the reentry mentorship program over the last six months.

- What improvements, if any, would you recommend for the program?

- What other questions or comments do you have?

Evaluation Tool #2: Sample Evaluation Questions for Use with Reentry Mentors About Training

Sample Evaluation Questions for Use with Reentry Mentors About Training					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. The training program and content helped me learn more about the role of a reentry mentor and the goals of mentorship.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The training program helped me learn more about the reentry process and the typical path through the justice system.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The training program helped me learn more about the responsibilities of a mentor, including what a mentor can and cannot do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>4. The training program helped me learn about factors that affect recidivism (reoffending).</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>5. The training program helped me learn about substance use and how to support mentees in the recovery process.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>6. The training program helped me learn about Motivational Interviewing (MI) principles and strategies.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>7. What additional information, if any, would you like covered in the training program?</p> <hr/> <hr/> <hr/> <p>8. What other suggestions or comments do you have?</p> <hr/> <hr/> <hr/>					

Evaluation Tool #3: Sample Evaluation Questions for Use with Reentry Mentors About Providing Mentorship Services

Sample Evaluation Questions for Use with Reentry Mentors About Providing Mentorship Services

- Please provide information on the individuals you have mentored over the last six months.

- What types of issues did your mentee(s) need assistance with?

- Please provide any challenges or issues experienced while providing mentorship services over the last six months.

- What improvements, if any, would you recommend for the program?

- What other questions or comments do you have?

Evaluation Tool #4: Sample Evaluation Questions for Use with Individuals Receiving Mentoring Services

Sample Evaluation Questions for Use with Individuals Receiving Mentoring Services

- Please provide information on the mentoring services you received. What type of need(s) did you get help with?

- Were the mentoring services helpful to you? Why or why not?

- What improvements, if any, would you recommend for services?

- What other questions or comments do you have?

Attachment B: Reentry Mentorship Program Considerations and Guidance Tool

Part I:

Program Information

In this section, think about the purpose and design of your organization’s reentry mentorship program. Consider the formal structure for your program, including key staff. Determine what eligibility criteria your organization will use for mentors and mentees.

About the program

Define the purpose of the reentry mentorship program. Questions for consideration include:

- Why are we starting the program (*e.g., reducing recidivism or improving reentry outcomes as a core value of the organization*)?
- What are the program goals and objectives (*e.g., to help increase employment among recently released individuals, to help recently released individuals build positive relationships in the community*)?
- How does incorporating mentoring services fit with our organization’s mission or broader service-delivery model?

Program leadership and staff

A key component of building a successful reentry mentorship program is to determine the staff required to lead and operate it. Consider:

- Who will lead and manage the program?
- Who will staff the program and what are their key roles and responsibilities (*e.g., case workers, volunteer coordinators, volunteer mentors*)?
- Can we leverage existing staff, or will the program require newly recruited staff?
- Who are our partners and stakeholders (*e.g., internal, external*) and what type of support or input can we expect of them?

In considering your program's staffing structure, you may wish to develop an organizational chart. Besides general information, it can be helpful to include a description of the various positions with specific details on their role and responsibilities.

Mentor qualifications

Another key component to building a successful reentry mentorship program includes selecting mentors that support your program's mission and goals. To do this, certain criteria must be established so that you can then identify the appropriate individuals. For instance, you should verify the applicant's level of commitment as a volunteer mentor and availability to attend required meetings with their assigned mentee. You may also wish to screen for experience or expertise that would help foster a positive mentor-mentee relationship. Consider:

- What eligibility criteria must all our mentors meet (*e.g., previous experience in the corrections system*)?
- What general skills or characteristics are we seeking in our mentors? (*e.g., ability to work independently, demonstrated commitment to service*)?
- What type of experience or education is required of mentors? (*e.g., former reentry mentorship experience, knowledge of trauma informed learning, experience working with people one-on-one, managerial experience*)?
- Are there any other requirements for mentors (*e.g., education, passing a background check, availability to serve as a mentor and attend required meetings with the mentee*)?

When defining the criteria your organization will use for selecting its mentors, you may want to create a list of qualifications and preferred experience and decide which are necessary and which are preferred. Then create a clear description of these to share with potential volunteers.

Mentee eligibility criteria

Not only is it important to think about who will serve as potential mentors, but also who is eligible for your organization's reentry mentorship program. Think about the following:

- What are the general characteristics of your program's pool of mentees (*e.g., released within the past 18 months, released on parole, released in a particular county*)?
- What, if any, factors may exclude mentees from participating in your organization's program (*e.g., length of time since release from incarceration, criminal history*)?

- Where do mentee referrals come from (*e.g., partner organizations*)?

Defining your target population not only ensures that your program will serve those who are most likely to benefit from it, but also helps ensure that the referrals and mentors will be good matches. Providing this information to partner organizations can also assist with helping to vet referrals in advance that fit with your organization's goals.

Process for matching mentors and mentees

As an organization, once you have defined the profile of your mentors as well as your program participants, you will want to have a process of matching mentors with the appropriate mentees. Considerations include:

- What is your organization's approach to matching participants?
- How do you determine who will be a good match?
- What process will your organization use if a mentor/mentee match is not successful (*e.g., program intervention, assigning a new mentor*)?
- What process should mentors and mentees use if they do not feel like they are properly matched?

You may also want to consider the process you will use to connect mentors and mentees once they have been matched. For example, you may want to encourage mentors to send you a bio that you can provide mentees before they meet.

Mentor recruitment

Once you have defined your organization's criteria for mentors, consider how you will get the messaging out. Many options exist for attracting potential reentry mentors. This includes:

- social media campaigns,
- direct recruitment,
- partnerships with similar organizations, and
- traditional advertising.

You will want to create powerful and brief talking points. Word of mouth is one of the most powerful recruitment tools. Once you have a pool of good mentors, utilize that network to find other like-minded individuals who may wish to serve as volunteers.

Once you have identified a pool of potential mentors, you can begin the interview and hiring process. You should conduct these processes in any way that makes sense for your program and is customized to replicate other organizational hiring practices, which may include background checks, references, etc.

Evaluating success

An important aspect of any reentry program is having an established method of evaluating success. This helps the sponsoring organization capture the impact of mentoring services and use findings to make improvements. Consider:

- What metrics will your organization use to define success?
- What tools will you use to capture this information?
- What steps will you take if your program falls short of the measurement for success (*e.g., improve service delivery, increase training, engage stakeholders*)?
- What steps will you take if your program exceeds the measurement for success (*e.g., scale up the program, replicate the program across other locations*)?

Note that the OCC has provided several evaluation tools for sponsoring organizations to use to collect feedback from program staff, volunteer mentors, and participants receiving mentorship services. Results be used by the sponsoring organizations themselves to evaluate program effectiveness. Optionally sharing information can also assist the OCC with determinations for possible future improvements, such as modifications to the training modules and other developed resources.

Part II:

Information for Reentry Mentors

In this section, consider the role and responsibilities of your organization's reentry mentors. Think about information that will be important for mentors to succeed as well as answers to questions you are likely to receive from mentors.

The mentor's role

Mentors serve as natural support systems to help recently incarcerated individuals as they navigate reentry into their communities. Describing this role will help mentors have a clear understanding of their purpose and what is expected of them. Consider outlining the following:

- What is your organization's definition of a reentry mentor?
- What do reentry mentors do?
- Why are reentry mentors important?
- What are some of the benefits of mentoring recently released individuals?
- What are some potential outcomes of the mentoring relationship?

Responsibilities and restrictions

In mentoring recently released individuals, there are some things mentors should do and things they should not. Define any specific boundaries for the mentor/mentee relationship, including any direct assistance mentors may or may not provide. This may include things like providing transportation, financial assistance, or therapeutic services. Consider:

- What are a reentry mentor's responsibilities?
- What are the do's and don'ts of the mentoring relationship?
- What should the mentor do if placed in a situation that is outside of their responsibilities?

(Note that the reentry mentor training modules discuss these aspects in detail and provide scenarios to help guide volunteer mentors through potentially challenging situations.)

Time commitments

Consider what time commitments your organization requires of mentors, including the time needed to accomplish tasks outside of their encounters with their mentees. Establishing clear time commitments from the outset will help volunteers with managing their time and committing to the time expectations for the role. For instance, consider:

- How much time will it take for mentors to complete any trainings?
- How much time will mentors need to spend in any recurring mentor meetings that the program wishes to hold?
- How many times (*e.g., per week, per month*) will mentors be expected to meet with their mentees?
- What is the average length of an individual meeting between mentors and mentees?
- What is the overall program length for mentees and mentors, including any time after closing the initial relationship to provide continued support and bridge any gaps?
- How much time will mentors need to spend on reporting processes?

Knowing these requirements in advance will help avoid any surprises for your mentors and ensure that they have the availability to fulfill their mentoring commitments.

Training requirements

For a reentry mentorship program to be successful, mentors must be properly trained. The OCC has developed a suite of online, self-paced modules that sponsoring organizations may use to train their volunteer mentors on various aspects of mentoring recently released individuals. In addition to these modules, your organization may offer or require volunteers to complete other trainings. Consider outlining the following:

- What trainings must your organization's mentors complete (*e.g., the Reentry Mentorship Training modules, policies and procedures, HR-related trainings*)?
- What are the organization's expectations around training (*e.g., completion within a certain period of time, self-directed, in-person*)?
- What continued commitments should mentors make to support their role?

Program policies and procedures

Sponsoring organizations may have certain policies and procedures that all staff and volunteers are required to follow, and some that are required specifically of reentry mentors. Consider any administrative expectations you may have, such as the following:

- Are there any general procedures that your organization has for volunteers that reentry mentors should be made aware of (*e.g., signing in, logging time, scheduling service in advance*)?
- What is the program's confidentiality policy, such as when mentors must report information to the program or other proper authorities under the law?
- Are there any other organizational policies that all volunteers should abide by (*e.g., dress code, sexual harassment*) or handbooks they should receive?

Be sure to document these procedures for mentors to refer to and follow. If they have been previously documented, you may wish to review and modify them as needed to address any procedures that apply specifically to reentry mentors.

Learning about the mentee

Providing mentors with information about mentees will help them be prepared to address the individual needs of their mentees. Consider the following:

- How will mentors learn about their mentees?
- What information will they be given about their mentees?
- Will the organization facilitate the initial mentor-mentee meeting?

Meeting details

Mentors may also want to know where they should meet with their mentees. If there is an established meeting location, you should inform mentors of its location as well as any other pertinent details (*e.g., times it is open/closed, parking information*). If there is no central meeting place, consider what guidelines and recommendations you think are appropriate for the mentor-mentee meetings, such as public parks, libraries, or cafés. In addition to suggested meeting locations, consider providing mentors:

- ideas for appropriate activities or other events that they can attend with their mentee,
- suggested questions to help guide initial discussions, and
- any other tips that can assist mentors in supporting their mentees.

Helping to support and guide initial interactions will allow the mentor to focus less on the logistics of their encounters and more on developing a relationship with their mentee and addressing their needs.

Part III:

Ongoing Supervision and Support

In this section, consider how mentors will be supported throughout their volunteer commitments. Also consider how the program will communicate with mentors and vice versa and how progress will be tracked.

Program contact information

Your mentors will need sufficient guidance as they volunteer with this program, and you should be readily available for any issues that the mentors may face. Having information about who they can approach with questions and issues will be important to your mentors. Therefore, you may want to consider creating a schedule of contacts with the program to give to mentors so that they know who to contact and when. You will want to provide contact information for your program's mentor coordinator or case manager as well as other program staff members, including names, titles, phone numbers, and email addresses for each. You may also want to consider outlining what types of situations merit different forms of contact. Make sure that you have a process in place for complaints and emergencies.

Check-in procedures between programs and mentors

It is important to have a regular stream of contact between program managers and mentors, even if it is not to address a particular issue or question. This will help the mentors to feel supported and will encourage longevity of volunteers. Consider the following when defining check-in procedures:

- How, when, and how often should mentors be in contact with the program managers?
- Are check-ins mandatory or voluntary?
- What questions should program managers ask when checking in with mentors?
- What type of information should mentors be prepared to provide at designated check-ins, if any?

Check-in procedures between mentors and mentees

Contact between the mentors and mentees should be standardized where applicable so that mentees are getting all the support and communication they need. Consider your organization's check-in procedures so that mentors have no doubt what is expected of them in terms of communicating with their mentees. You may want to define:

- How often should mentors check in with their mentees?
- What are the objectives of checking in with mentees?
- What questions should mentors ask when checking in with mentees?
- What should mentors do if they are unable to get in touch with their mentees?

Monitoring progress

It is critical to monitor the progress being made with mentees to ensure the goals of the reentry mentorship program are being met. Consider how and when mentors should document progress and communicate that progress with the program.

- How and how often should mentors review progress and developments in the mentoring relationship with your organization?
- What evaluation processes are in place to assess how the relationship is going?
- How should mentors track progress (*e.g., journaling, reflection, observation, feedback, submitting progress reports*)?

Ongoing training

The development and utilization of well-trained mentors will greatly benefit your program in the long term. Consider any ongoing trainings that your program provides to support ongoing mentoring and to encourage mentors to remain in the program. Also consider:

- Will refresher training be required of all mentors, and if so, how often (*e.g., annually*)?
- How will your organization identify if a mentor needs additional training?

Note that the OCC has compiled a repository of helpful materials and resources for reentry mentorship programs. These include not only program resources mentors may need to access, such as local service providers' contact information, but also resources that may be used as ongoing training and learning tools.

Networking opportunities

Opportunities for mentors to meet each other and discuss their experiences can encourage longevity to the volunteer experience. Consider any opportunities for mentors to network with other mentors, including whether such opportunities will be hosted by your organization.

Closing the relationship

After a certain period of time, it might be natural to close the mentor/mentee relationship. Consider your program's policies and procedures for ending the mentor/mentee relationship, including the following:

- What are the markers for ending the relationship (*e.g., length of mentor commitment, progress of the mentee*)?
- What is the process for ending the relationship and who is involved?
- What is the process if the mentee's reentry goals have not yet been met when the mentor/mentee relationship is closed?
- What is your organization's plan for how the mentee will get the support they need once the mentoring relationship has ended?

