



Together, we're changing lives.

# 2010 to 2015 Strategy Guidance Letter B-103 Mentoring

United Way Windsor-Essex County  
300 Giles Blvd. East, Windsor, ON N9A 4C4

---

**A. Priority Area:** Positioning kids and families for success.

**B. Strategic Area of Focus:** Mentoring. **Strategy Definition:** Integrated mentoring approaches that are linked with existing youth engagement opportunities including group mentoring, peer-to-peer mentoring, and one-to-one inter-generational matches.

### C. Priority Population

All strategies that receive funding must serve the following population(s):

- o Youth "at-risk" ages 7 to 18.

**D. Intended Outcome:** Youth "at-risk" ages 7 to 18 will develop long term positive trusting relationships with adults that promote choice, positive decision-making and empowerment. **Outcome Definition:** Youth "at-risk" ages 7 to 18 by developing long term trusting relationships with adults will develop skills in social competency and problem solving, demonstrate an increased sense of autonomy and positive decision-making with respect to future goals. The intended outcome focuses on *Adaptation* and *Engagement* as described by Torjman's (2007) Resilience Framework.

### E. Strategy Paths

To be considered for funding, strategies must address all Strategy paths, as indicated below:

Strategy paths	Potential results
The development of social competency	Participating youth show improvement in responsiveness, flexibility, empathy and caring, communication skills, a sense of humour and other pro-social behaviours.
The development and/or improvement of problem-solving skills	Participating youth show improvement in the ability to think abstractly, reflectively and flexibly and the ability to arrive at alternative solutions to cognitive and social problems.
The development of a sense of autonomy	Participating youth develop the skills necessary to act independently and to exert control over one's environment developing a strong sense of identity and self-confidence.
The development of positive choice making and goal-setting toward future	Participating youth report having healthy expectations, goals, an orientation toward success, motivation to achieve, educational aspirations, hopefulness, hardiness and a sense of belonging.



Together, we're changing lives.

## 2010 to 2015 Strategy Guidance Letter B-103 Mentoring

United Way Windsor-Essex County  
300 Giles Blvd. East, Windsor, ON N9A 4C4

---

### F. Preferred Strategy Components

*In addition to the required components, preference will be given to those strategies that are able to demonstrate Preferred Strategy Components, as indicated below:*

Preferred Strategy Components— (policies, practices and/or activities)	Examples
Individualized service plans that establish clear goals and include ongoing monitoring and evaluation	<ul style="list-style-type: none"><li>▪ Ensure that both adults and youth understand their roles and responsibilities in achieving program goals</li><li>▪ Conduct ongoing evaluation to measure program effectiveness</li></ul>
Organizational policies on all adult/youth interactions including child safety, screening protocols and a determination of appropriate and inappropriate activities	<ul style="list-style-type: none"><li>▪ Establish specific policies of what constitutes acceptable and non-acceptable interactions, e.g., overnights, modes of transportation, recreational activities and standards of volunteer behaviour.</li></ul>
Collaborations	<ul style="list-style-type: none"><li>▪ Effective mentoring programs draw on all resources within the community and involve effective collaborations with community based organizations, schools and other youth serving organizations.</li></ul>



Together, we're changing lives.

## 2010 to 2015 Strategy Guidance Letter B-103 Mentoring

United Way Windsor-Essex County  
300 Giles Blvd. East, Windsor, ON N9A 4C4

### F. (cont'd) Preferred Strategy Components for all strategies

Preferred Program Components for all strategies	Examples
Staff/volunteers are trained and well-prepared	<ul style="list-style-type: none"> <li>• Staff and volunteers have relevant training, knowledge and skills</li> <li>• Staff keep up-to-date with current developments in the field, including promising and evidence-based practices</li> <li>• Volunteers are provided with strong supervision including screening, orientation and recognition.</li> </ul>
Client-centered	<ul style="list-style-type: none"> <li>• Active efforts to be inclusive and to connect with client populations in program planning, delivery, evaluation</li> <li>• Services provided are determined by participant needs and priorities</li> <li>• Operate from an accessible, identifiable location that facilitates access to other participant opportunities.</li> </ul>
Diversity is acknowledged and respected	<ul style="list-style-type: none"> <li>• Sensitive to issues of diversity, transportation and childcare</li> <li>• Staff must be culturally competent and aware of diversity issues.</li> <li>• Staff and volunteers reflect the community</li> </ul>
Monitor progress and evaluate outcomes	<ul style="list-style-type: none"> <li>• Conduct ongoing program evaluations to ensure program effectiveness</li> <li>• The evaluation includes various methods for measuring potential results as outlined in the strategy paths</li> <li>• Willing to participate in organized learning communities with other strategy partners.</li> </ul>
Maintaining success	<ul style="list-style-type: none"> <li>▪ Measures will be taken to encourage continue positive results after initial implementation</li> <li>▪ E.g., by offering “booster” sessions; providing follow-up resources; tying the strategy with activities of other relevant community groups &amp; programs.</li> </ul>



Together, we're changing lives.

## 2010 to 2015 Strategy Guidance Letter B-103 Mentoring

United Way Windsor-Essex County  
300 Giles Blvd. East, Windsor, ON N9A 4C4

Demonstrate effective collaboration and partnerships	<ul style="list-style-type: none"> <li>• Involve a range of community partners</li> <li>• Leverage resources and support from an array of stakeholders, e.g., other not-for-profit organizations, private or public sector organizations, and other groups.</li> <li>• Written memoranda of understanding with other organizations to ensure that roles and responsibilities are clear.</li> </ul>
Integrated and coordinated approach	<ul style="list-style-type: none"> <li>• Strategy is linked with other community services, group, and initiatives in an effort to enhance services.</li> </ul>
Standard safety policies	<ul style="list-style-type: none"> <li>• Protocols are in place that ensure the safety of children/youth and address family situations of abuse and neglect</li> <li>• Conduct screenings for family violence issues &amp; provide participant links to appropriate services.</li> <li>• Establish specific policies of what constitutes acceptable and non-acceptable interactions, e.g., standards of volunteer behaviour</li> </ul>
Accessible / affordable / wrap around services that are place-based, strength-based & family-focused	<ul style="list-style-type: none"> <li>• Delivered in accessible locations with availability of transportation</li> <li>• Emphasis that builds on individual and family strengths</li> </ul>

### Recommended Resources:

Kumpfer, K. L. and Alvarado, R. (June/July 2003). Family Strengthening Approaches for the Prevention of Youth Problem Behaviours. *American Psychologist*.

Norman, J. Building Effective Youth-Adult Partnerships. *Transitions*, Vol. 14, No. 1, October 2001. [www.advocatesforyouth.org](http://www.advocatesforyouth.org)

Rhodes, J. and Kupersmidt. *Mentor: The Elements of Effective Practice for Mentoring*, Third Edition. Alexandria, VA. 2009. [www.mentoring.org](http://www.mentoring.org)

