



TENT

# How Companies in Poland Can Mentor Ukrainian Refugees

A step-by-step guide



T E N T

## 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 to integrate economically in their new host communities. The Tent Partnership for Refugees mobilises the global business community to improve the lives and livelihoods of more than 36 million refugees who have been forcibly displaced from their home countries. Founded by Chobani’s founder and CEO Hamdi Ulukaya in 2016, we are a network of over 300 major companies committed to including refugees.

Tent believes companies can most sustainably support refugees by leveraging their core business operations and hiring, training, and mentoring refugees. The full list of Tent members can be found [here](#).

Find out more at [www.tent.org](http://www.tent.org)<sup>1</sup>

## In collaboration with:



## About HIAS

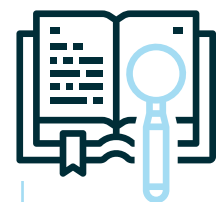
HIAS is the global Jewish organisation that protects refugees who are in danger. It advocates so that refugees are treated with dignity and respect. With more than 130 years of experience, HIAS welcomes and protects refugees around the world through programmes that pursue their protection, inclusion, resilience, and search for self-sufficiency. The organisation works in the Americas, Africa, and Eurasia, implementing programmes in four fundamental areas: mental health and psychosocial support, legal aid, gender and gender-based violence prevention and response, and economic inclusion.

HIAS supports companies to find business opportunities that promote the economic inclusion of the refugee population.

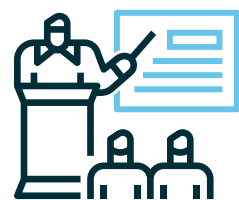
For more information about HIAS, visit [www.hias.org](http://www.hias.org)<sup>2</sup>

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# How to use this guide

This guide advises companies on how to partner with the Tent Partnership for Refugees (Tent) to establish and implement a professional mentorship programme\* for Ukrainian refugees in Poland.

\* The mentorship programme referenced by this guide is a particular initiative designed and supported by Tent. To find out more about the programme and how Tent can work with your company to set up and manage it, get in touch – email: [info@tent.org](mailto:info@tent.org).

Mentorship can be incredibly beneficial in helping refugees to find work and advance their careers. A mentorship programme can help refugees to strengthen their professional skills, navigate new job markets, learn about workplace norms, and work towards career goals in their new host country. Mentors who offer career guidance, provide feedback on CVs and cover letters, and help mentees to develop a professional network can drastically improve refugees' professional experiences and economic livelihoods.

This guide includes a background section to provide context on the barriers Ukrainian refugees in Poland face when finding and securing work, guidance for mentorship coordinators and mentors, and suggested topics/content for mentor-mentee meetings. Because the vast majority of Ukrainian refugees of working age in Poland are women, this guide also provides background on this particular refugee group and shares what companies should consider when mentoring them.

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## Appointing a mentorship coordinator

A mentorship coordinator will manage the mentorship programme and be the official point of contact for mentors. Some mentorship coordinators may work within a company's human resources (HR), corporate social responsibility (CSR), or diversity, equity, and inclusion (DEI) team, but they could hold any role. They may have already demonstrated an interest in professional development and/or refugee integration by participating in a DEI committee or other employee-led volunteer groups.

## Recruiting mentors

The mentorship coordinator will be responsible for recruiting employees to volunteer as mentors.

Mentorship can be an enriching professional and personal experience for both mentors and mentees. Refugee mentees bring new perspectives, talent, and skills from which mentors can learn. In addition, mentors have an opportunity to develop their leadership skills, communication abilities, and cross-cultural competencies.

This mentorship programme was designed by Tent as an initiative that empowers Ukrainian refugees who, in Poland, are predominantly women. However, this programme should not be limited to female mentors – in fact, people of any gender can and should be allies to refugee women, and all employees are invited to participate.

# Background on Ukrainian refugees



Before partnering with Tent to develop a mentorship programme for Ukrainian refugees,\* it is important to understand who they are, as well as the challenges they face when trying to find, secure, and maintain work in Poland.

\* Please note that this guide will use the term “Ukrainian refugees” to refer to all people who have been displaced from Ukraine, including those who are not of Ukrainian nationality.

Companies should understand that not all Ukrainian refugees are the same. Mentees will have different backgrounds, skills, personalities, and motivations. They will each face unique obstacles in their efforts to realise their personal and professional goals.

That said, there are some common challenges Ukrainian refugees experience – for example, a lack of access to childcare, a lack of proficiency in the Polish language, and/or difficulties getting their academic transcripts recognised. These barriers can impede their ability to find and secure meaningful employment.

To provide a better understanding of these challenges, it is best to begin by defining who Ukrainian refugees are and explaining the situation in Poland.

## Who is a refugee?

A refugee is protected by international law and defined under the 1951 Refugee Convention as “someone who is unable or unwilling to return to their country of origin owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group, or political opinion”. By the end of 2021, prior to the war in Ukraine, there were 27.1 million people with refugee status globally, and 3.2 million refugees hosted in Europe, according to the United Nations Refugee Agency (UNHCR).<sup>3</sup>



**The situation in Poland**

Eleven months after Russia’s invasion of Ukraine on 24 February 2022, 7.9 million Ukrainian refugees have been recorded across Europe. This mass exodus of people is one the fastest forced displacement crises in history and the largest since the Second World War.<sup>4</sup>

As of 3 January 2023, millions of Ukrainian refugees have crossed borders into neighbouring countries, with Poland hosting 1.6 million people<sup>5</sup> – the most of any European country and a remarkable increase on the 4,875 refugees the country hosted by the end of 2021.<sup>6</sup>

To help countries deal with such high numbers of displaced people arriving at their borders, the European Union (EU) activated the Temporary Protection Directive on 4 March 2022 to enable EU Member States to move rapidly to offer protection and rights to people fleeing Ukraine. It grants individuals immediate protection, as well as access to housing, employment, medical care, education, and more for up to three years. According to UNHCR, there are currently 4.9 million Ukrainian refugees registered for temporary protection across Europe.<sup>7</sup>

In Poland, the situation is more complex. On 12 March 2022, the country passed a special act (“the Act”)<sup>8</sup> to assist Ukrainian refugees in response to Russia’s invasion. The legislation is a parallel protection framework to the TPD (which has also been implemented by Poland). This means there are two provisions of protection for Ukrainian refugees available in the country.

The Act regulates the legal stays of Ukrainian refugees, as well as their spouses, and provides them with a broad range of rights, including access to employment, education, healthcare, and financial assistance.



See *Tent’s [Guidance for European Companies on Hiring Refugees From Ukraine resource](#)*<sup>9</sup> to find out more about the TPD and the rights Ukrainian refugees have to work in Poland.

**Access to Poland’s labour market**

Ukrainian refugees covered by the Act can work under employment contracts without additional permits or approvals, provided the employer notifies the applicable District Labour Office within 14 days of them starting work.<sup>10</sup>

Those covered by the Act also have the right to conduct business activities in Poland, including business-to-business contracting, and can register as sole proprietors under the same rules as Polish citizens.

It is also possible for individuals to register with the District Labour Office as unemployed, allowing them to use official job placement services, vocational counselling, and training.

**Who are Ukrainian refugees in Poland?**

With Ukraine’s general mobilisation order requiring men aged 18 to 60 to stay within the country, UNHCR estimates that 87% of Ukrainian refugees in Europe are women and children.<sup>11</sup> In Poland, a survey by the Multiculturalism and Migration Observatory (MMO-OWIM) found that 95% of Ukrainian refugees arriving in Kraków between May and June 2022 were women, and 78% had children – most below the age of 18.<sup>12</sup>

According to UNHCR, seven in 10 Ukrainian refugees have “completed higher levels of education” (i.e., have a bachelor’s degree or higher), and most (63%) were employed or self-employed before leaving Ukraine, with “diverse professional and occupational backgrounds”.<sup>13</sup> In Poland, a study by the EWL Group found that 59% of Ukrainian refugees have completed or started higher education, while 32% have completed vocational education.<sup>14</sup>



The table below shows the top 10 skills backgrounds of Ukrainian refugees:<sup>15</sup>

Skills background*	%
Education	16
Trading	12
Professional services	10
Health and social services	7
Other services	6
Accommodation and food	5
Financial services	5
Personal services	5
Construction	3
Agriculture	3

\* Multiple responses were possible

Key languages

Around 20 languages are spoken in Ukraine. The two most widely spoken are Ukrainian and Russian. According to the country’s 2001 census, 67% of the population speak Ukrainian as their first language, and 30% speak Russian. Other languages spoken by the population as a first or second language include: Romanian (7%); Crimean Tatar (5%); Bulgarian (3%); Hungarian (3%); Armenian (1%); and Belarusian (1%).<sup>16</sup>

Although not an official language in Ukraine, English has become more important. EF Education First’s English Proficiency Index 2022 found Ukraine to have only “moderate” English proficiency, ranking 35 out of 111 surveyed countries.<sup>17</sup>

According to the EWL Group, 47% of Ukrainian refugees in Poland speak Polish at least at a “communicative level”, and 33% English. Eighty-two percent said they either are or intend to learn Polish.<sup>18</sup>

Have Ukraine refugees successfully integrated into Poland’s labour market?

While the vast majority (81%) of Ukrainian refugees in Europe want to return home at some point in the future,<sup>19</sup> six out of 10 Ukrainian refugees in Poland interviewed by UNHCR in July said they plan to stay in the country.<sup>20</sup> They also said they want to work, citing “employment” as their second-most basic need (41%) in Poland behind “cash” (45%).<sup>21</sup>

However, only 28% of Ukrainian refugees in Europe are currently employed or self-employed, with 4% undertaking professional training, or doing apprenticeships or volunteer work. Sixty-eight percent are not economically active, including 36% who are unemployed, 17% who are engaged in family responsibilities, 6% who are retired, and 2% who are students.<sup>22</sup>

The EWL Group claims that more than 430,000 Ukrainian refugees (approximately two in three people of working age) had found employment in Poland by the end of July.<sup>23</sup> The Polish Minister of Family, Labor and Social Policy, Marlena Maląg, recently estimated that “about 650,000 citizens of Ukraine” work in Poland “on simplified terms”.<sup>24</sup>

Barriers to employment

According to UNHCR, Ukrainian refugees not currently working in Europe cite a “lack of knowledge of the local language” as the most frequent barrier to employment (65%). They also highlight “limited access to language courses”, “absence of recognition of work skills”, and “limited access to childcare” as common challenges.<sup>25</sup>

The role of mentorship

According to a survey by Tent, 89% of Ukrainian refugees are interested in mentorship, which can help to strengthen their skills, expand their professional networks, and better understand an unfamiliar job market or field(s) of interest. Mentorship can also help to advance the careers of refugees who already have a job.

It can also greatly benefit companies – not only by providing development and coaching opportunities for new managers, but also by helping staff to improve their communication skills and develop cross-cultural competencies. A company’s workforce may also be proud of their employer’s commitment to supporting refugees, strengthening its culture and increasing staff retention.

Where Ukrainian refugees are settling in Poland

The table below shows the number of Ukrainian refugees, and their family members, who have been assigned a PESEL number (a personal identity number) by voivodeship (province) in Poland as of 28 November 2022:<sup>26</sup>

Voivodeship	Refugee PESEL registrants
Masovian	273,764
Lower Silesian	139,559
Silesian	129,220
Lesser Poland	128,386
Greater Poland	121,101
Pomeranian	92,710
Łódź	81,258
West Pomeranian	63,273
Lublin	61,355
Subcarpathian	44,534

Voivodeship	Refugee PESEL registrants
Kuyavian-Pomeranian	43,287
Lubusz	40,387
Opole	30,158
Warmian-Masurian	26,824
Holy Cross	21,945
Podlaskie	20,404
Total	1,318,165

More information about Ukrainian refugees

For more information about Ukrainian refugees, see:

- The European Commission’s [“Solidarity with Ukraine” website](#), which provides practical information about the EU’s support to Ukraine
- Tent’s [“Guidance for European Companies on Hiring Refugees From Ukraine” resource](#)<sup>27</sup>, which includes information about the EU’s TPD and the rights Ukrainian refugees have to work in Poland
- The Polish government’s [“You need help?” website](#)<sup>28</sup>, which includes information about how Ukrainian refugees can find and access support
- The International Organization for Migration’s [“Migrant.info.pl” website](#)<sup>29</sup>, which includes information about the support available for Ukrainian refugees in Poland
- UNHCR’s [profiling update](#)<sup>30</sup> on Ukrainian refugees in Poland
- UNHCR’s [“Profiles and Intentions of Refugees from Ukraine” report](#)<sup>31</sup>



- Narodowy Bank Polski’s [report](#)<sup>32</sup> on the living and economic situation of Ukrainian refugees in Poland
- The United Nations Global Compact’s [analysis](#)<sup>33</sup> of the support companies have already provided to Ukrainians affected by the war
- HIAS and VOICE’s [regional assessment](#)<sup>34</sup> of the needs of women and girls affected by the war in Ukraine

Who to contact

For a list of organisations supporting Ukrainian refugees with employment, up-skilling, and wrap-around support, see:

- District Labour Offices in [Gdańsk](#), [Katowice](#),<sup>35</sup> [Kraków](#),<sup>36</sup> [Poznań](#),<sup>37</sup> [Warsaw](#),<sup>38</sup> and [Wrocław](#)<sup>39</sup> provide direct government support to unemployed migrants, including career counselling, vocational training, and language courses
- The “[edukacja.um.warszawa.pl](#)” [website](#)<sup>40</sup> provides information about kindergartens and preschool recruitment in Warsaw
- [FISE](#)<sup>41</sup> (Fundacja Inicjatyw Społeczno-Ekonomicznych), headquartered in Warsaw, runs training and projects to increase employment among professionally inactive groups
- [Forum Migracyjne](#),<sup>42</sup> based in Warsaw, provides direct support to migrants in Poland, including information about finding a job and legalisation of stay, and runs education workshops and support groups
- [FRESW](#)<sup>43</sup> (Fundacja Rozwoju Europy Środkowo-Wschodniej), based in Lublin, provides employment support, including training and qualification recognition, for medical sector workers
- [Fundacja Będzie Lepiej](#),<sup>44</sup> [Fundacja Ukraina](#),<sup>45</sup> the [Multicultural Center in](#)

[Warsaw](#),<sup>46</sup> the [Polish Linguistic Institute](#),<sup>47</sup> [Tutlo](#),<sup>48</sup> and the “[Wrocław na językach świata](#)” [project](#)<sup>49</sup> either run, or provide information about, free Polish language courses\*

- [Fundacja Ocalenie](#)<sup>50</sup> provides integration services for migrants, including free Polish lessons, and runs help centres in Warsaw and Łomża, as well as a common room for refugee children in Łomża
- [Fundacja Ukraina](#)<sup>51</sup> provides education and employment support services for migrants in Wrocław
- [Mamo Pracuj](#)<sup>52</sup> is an online job platform that connects mothers with appropriate roles and provides professional advice
- [ProfiLingua](#)<sup>53</sup> is one of the biggest foreign language learning centres in Poland
- [RiO Edu Centrum](#)<sup>54</sup> is a Warsaw-based education day centre for children from Ukraine that also provides support for mothers, including vocational counselling, legal advice, and help finding a job
- The “[Sopockie Centrum Integracji i Wsparcia Cudzoziemców](#)” [Facebook group](#)<sup>55</sup> provides a range of support services for migrants in Sopot, including career counselling, legal advice, and Polish language courses
- [Ukraiński Dom in Warsaw](#)<sup>56</sup> provides an advice info-line, psychological support, and information about accommodation for Ukrainian refugees in Poland
- The “[zlobki.waw.pl](#)” [website](#)<sup>57</sup> provides information about which day care facilities for small children in Warsaw still have vacancies

\* If there are no places available at these language course providers, get in touch with Tent – email [info@tent.org](mailto:info@tent.org).

# Guide for mentorship coordinators



This guide will equip you with the information your company needs to establish a mentorship programme for Ukrainian refugees in partnership with Tent. Participating in this programme is an opportunity for you and your colleagues who volunteer as mentors to develop inclusive leadership skills, cross-cultural competencies, and communication abilities.

As mentorship coordinator, you will be responsible for recruiting colleagues to become mentors, serving as a point of contact, organising administrative aspects of the programme, and more.

Many companies have existing policies in place for employee volunteering programmes. Tent recommends discussing volunteer policies with your company's HR department to determine whether participation in this programme can be undertaken during working hours (and booked as such) or non-work hours.

Tent has also produced a separate [implementation guide](#)<sup>58</sup> that outlines the logistical components of this particular mentorship programme, including a timeline and FAQs.

Please email [info@tent.org](mailto:info@tent.org) if you have not received this or are having issues accessing the document.

**The benefits of mentorship for your colleagues and company**

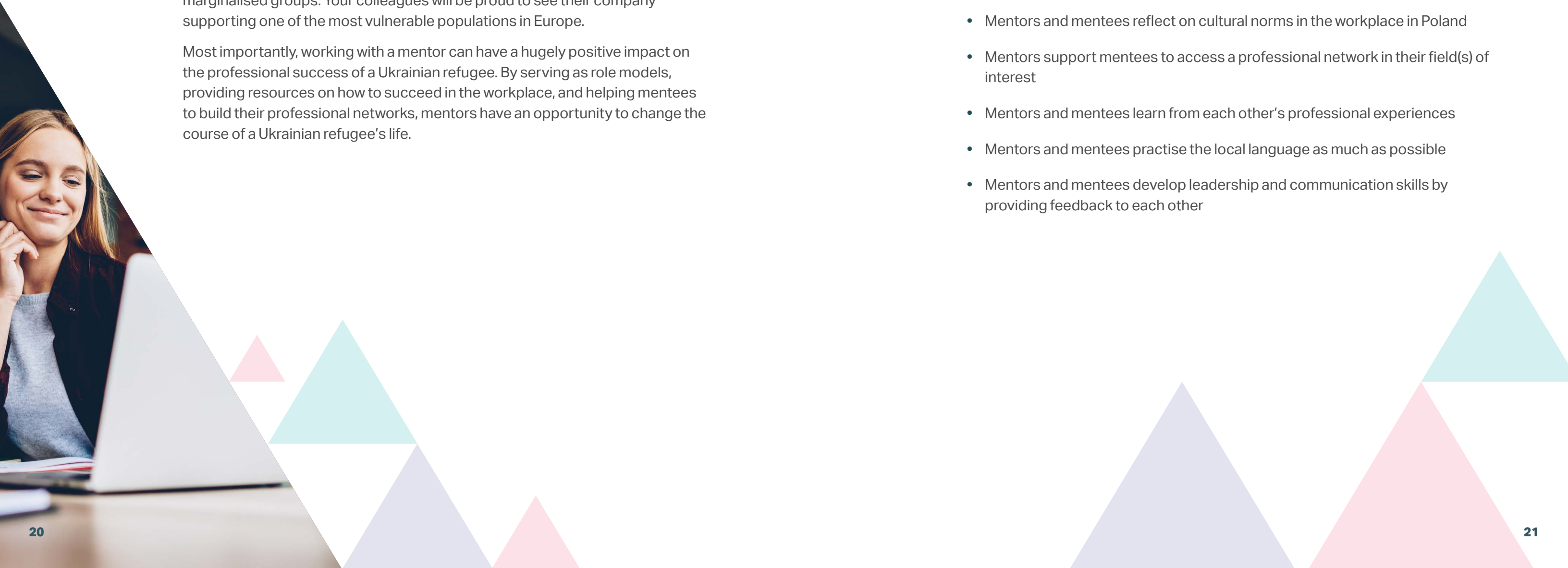
Serving as a mentor is an opportunity for employees to share their knowledge and expertise with Ukrainian refugees who can benefit greatly from this guidance. The support of mentors from your company will help Ukrainian refugees to transfer their knowledge and skills to Poland’s job market.

Participating in this mentorship programme will also help staff to strengthen their communication abilities and develop cross-cultural competencies. Furthermore, your company will be demonstrating its commitment to supporting marginalised groups. Your colleagues will be proud to see their company supporting one of the most vulnerable populations in Europe.

Most importantly, working with a mentor can have a hugely positive impact on the professional success of a Ukrainian refugee. By serving as role models, providing resources on how to succeed in the workplace, and helping mentees to build their professional networks, mentors have an opportunity to change the course of a Ukrainian refugee’s life.

**Suggested components of a mentorship programme for refugees**

- Mentors and mentees meet at least six times for 60 to 90 minutes during a four- to six-month period, either online, through meetings at your company’s office, or informal gatherings outside of the office. Meetings can happen more frequently if a mentor, mentee, or your company would prefer (see the [Guide for mentors](#) chapter for meeting resources, including mentor-mentee exercises)
- Mentors and mentees discuss the local job search process, including tips on CVs, cover letters, and LinkedIn profiles
- Mentors and mentees reflect on cultural norms in the workplace in Poland
- Mentors support mentees to access a professional network in their field(s) of interest
- Mentors and mentees learn from each other’s professional experiences
- Mentors and mentees practise the local language as much as possible
- Mentors and mentees develop leadership and communication skills by providing feedback to each other



Overview of steps to implement a mentorship programme at your company:

- 01

Recruit mentors at your company
- 02

The mentor-mentee matching process
- 03

Prepare mentors for their role
- 04

Organise a mentor-mentee kick-off meeting
- 05

Support mentors and mentees over the course of the programme
- 06

Measure success with a post-programme survey
- 07

Optional - Award certificates for the mentors and mentees

01

Step one:  
Recruit mentors at your company

One of your primary responsibilities as mentorship coordinator will be to recruit employees at your company to serve as mentors. Tent recommends recruiting mentors from a variety of professional and personal backgrounds. Note that employees who speak a foreign language can be matched with mentees who speak the same language – therefore, Tent encourages you to include as many Ukrainian- and Russian-speaking employees as possible.

*Since you will be collecting information from prospective mentors and receiving information about prospective mentees, please ensure that you are adhering to your company’s internal privacy and data safeguarding policies, and General Data Protection Regulation (GDPR). For more information about GDPR, get in touch with your HR lead.*

Steps for recruiting mentors at your company:

1. Develop and implement a strategy for recruiting mentors. Examples include:
  - Emailing employees at your company with the support of HR or internal communications colleagues (see the [Appendix](#) for a sample email)
  - Highlighting the initiative at company events
  - Posting about the initiative in internal company channels, such as Slack or Microsoft Teams
2. Use a survey to collect information from your colleagues and gauge their interest in serving as mentors. This survey should include an overview of the mentorship programme and ask prospective mentors to share information about themselves to get matched with a mentee (see the [implementation guide](#)<sup>59</sup> for information about how to create this survey).
3. Consider sharing this resource, the implementation guide, and any other materials you may have developed with Tent/a partner organisation so that mentors have full visibility of all content related to the mentorship programme.

Tent works with a network of non-governmental organisations (NGOs), diaspora organisations, and other groups that service refugees and are able to recruit prospective mentees.



**Refer to the implementation guide<sup>60</sup> for further details and feel free to reach out to Tent if you need additional guidance:**  
[info@tent.org](mailto:info@tent.org)

## 02 Step two: The mentor-mentee matching process

Tent regularly updates its mentor-mentee matching process to ensure that it is fit for purpose and is as efficient as possible for companies, NGOs, and mentees.

As mentorship coordinator, you **may** be required to:

- Inform Tent about how many mentors are available for the mentorship programme
- Receive information from Tent about prospective mentees
- Match mentors and mentees
- Encourage or facilitate introductions between mentors and mentees

See the **implementation guide<sup>61</sup>** for the latest information about how mentor-mentee matching works, including a step-by-step process flow and details about who is responsible for doing what.



**Feel free to reach out to Tent if you need additional guidance:**  
[info@tent.org](mailto:info@tent.org)



## 03 Step three: Prepare mentors for their role

You should provide mentors at your company with guidance on how best to prepare for their mentorship experience by sharing the **Background on Ukrainian refugees** chapter of this guide with them in advance of their first mentee meeting. This will provide mentors with a chance to learn more about the challenges Ukrainian refugees face, as well as best practices for stepping into a mentoring role. Additionally, you should direct mentors to review the meeting resources included in the **Guide for mentors** chapter in advance, so they can anticipate what to expect as they take on the role.

You may also want to plan an informational meeting with all mentors, either in person at your company or online, to prepare them for the programme. Be sure to reserve time for them to share any questions or concerns.

The agenda for this informational mentor session could include:

- Objectives of the mentorship programme
- A summary of the steps involved
- Background information on mentees: where they come from, challenges they face, etc.

At this meeting, it may also be useful to provide best practices for building relationships across cultures. Mentors who may have mentored before or who have experience of working with refugees can provide advice to the rest of the group.



**Refer to the implementation guide<sup>62</sup> for further details and feel free to reach out to Tent if you need additional guidance:**

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





## 04 Step four: Organise a mentor-mentee kick-off meeting

After initial contact has been made between mentors and mentees, organise a kick-off meeting (in person or online) between them. This meeting will serve as a “meet and greet”, helping mentors and mentees to set expectations and discuss goals.

As mentorship coordinator, you are responsible for any programme-related mentee concerns, so communicate this clearly to mentees and mentors during the kick-off meeting. Also make sure that you, the mentors, and mentees exchange contact details at the meeting.

*While mentor-mentee meetings can be conducted in person or online, Tent recommends in-person meetings as much as possible. Remember that while virtual meetings reduce difficulties related to refugees’ access to transportation, some mentees may not have access to free Wi-Fi, and many do not have unlimited phone contracts. If any mentees experience barriers to accessing virtual meeting tools, speak with Tent to find a solution.*

If your company decides to carry out the kick-off meeting in person:

- If your office is not conveniently located, you may need to find another venue that is more easily accessible or help to arrange transportation for mentees
- In-person meetings will ideally be held for the whole group, but if this is not possible, one-on-one meetings are a great alternative

If your company decides to carry out the kick-off meeting online:

- Use Zoom or another video conferencing platform (e.g., Microsoft Teams, Skype for Business) with breakout room capabilities

- Mentors will be responsible for arranging mentorship sessions after this kick-off meeting. Mentors should arrange at least six meetings (60 to 90 minutes’ long) during the four- to six-month programme duration – preferably in person, otherwise online.



**Refer to the implementation guide<sup>63</sup> for further details and feel free to reach out to Tent if you need additional guidance:**

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

05

Step five: Support mentors and mentees over the course of the programme

Support for mentors

For the duration of the mentorship programme, you are the mentors’ point of contact if questions or concerns arise. Mentees may wish to discuss issues that go beyond the knowledge and experience of the mentor – for example, reuniting with family, legal issues, etc. It is important to note that neither you nor your colleagues are professionally trained on refugees’ mental health challenges, legal statuses, or other such issues. In the initial meeting between a mentor and mentee, they can agree on the boundaries of their relationship, logistics (e.g., the best way to contact each other and at what hours), and come to an agreement on confidentiality.

Mentors and mentees should agree that they can maintain confidentiality unless they feel someone is at risk of harm, or others around them are at risk of harm. Should a mentor report a conversation with their mentee they feel is outside the scope of the mentorship programme, or which is inappropriate or concerning, do not keep this information to yourself or attempt to manage a situation on your own. If a mentor raises a concern, use your discretion to inform the NGO that referred the mentee (if you know this information) or Tent. Do not share sensitive information with anyone other than the NGO or Tent.

Support for mentees

As mentorship coordinator, you are responsible for any immediate programme-related mentee concerns. Make sure that you and the mentees exchange relevant contact information during the kick-off meeting.

For any personal issues or concerns around a mentee’s mental health, legal status, or other such issues (these may be flagged to you by mentors), Tent recommends speaking with a specialist NGO or institution. Tent can help to connect you with these.

Checking-in

Tent recommends sending a check-in email to mentors and mentees at the midpoint of their four to six months together, offering to meet if anyone has questions. During these check-ins, mentors and mentees can share and discuss their concerns and progress, either individually or as a pair.

Rematching

In general, Tent advises against rematching mentor and mentee pairs, as the aim is to allow them to develop a strong relationship over the duration of the programme. However, if a mentor or mentee expresses a major concern over their match, take this into consideration.



Refer to the [implementation guide](#)<sup>63</sup> for further details and feel free to reach out to Tent if you need additional guidance:  
[info@tent.org](mailto:info@tent.org)



## 06 Step six: Measure success with a post-programme survey

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At the end of the mentorship programme, consider distributing programme evaluation surveys to both mentors and mentees so 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 programme year after year (find a sample survey and cover email in the [Appendix](#)).

*Since you will be collecting information from mentors and mentees, please ensure that you are adhering to your company's internal privacy and data safeguarding policies, and GDPR. For more information about GDPR, please get in touch with your HR lead.*

## 07 Step seven (optional): Award certificates for the mentors and mentees

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Certificates can be provided to the mentors and mentees at the end of the programme as an extra incentive. This helps to recognise the efforts of mentors and mentees.

In the certificate, you can include information such as:

- Name of the mentor and/or mentee
- Name of the mentorship programme
- Duration of the programme (start and end date)
- Logo of your company and Tent
- Your name and signature as mentorship coordinator

Tent will provide a sample certificate towards the end of the programme.

Additionally, your company can encourage mentors and mentees to add a certificate to their LinkedIn profile (see this [link](#)<sup>65</sup> to learn more).

Ensuring the long-term success of the mentorship programme

This mentorship programme was designed by Tent to continue on a rolling basis (see the [implementation guide](#) for more information).

If you are leaving the company or need to step back from your mentorship coordinator responsibilities after the first iteration of the programme, find a new mentorship coordinator at your company to carry on running the programme. Make sure to hand over all essential relationships and resources to the new mentorship coordinator. Mentors should be encouraged to renew their participation in the programme if they have had a positive experience.

Additionally, some mentors and mentees may choose to stay in touch after the conclusion of the programme. In some cases, they may even form long-term mentoring relationships or friendships. Though the parameters of this programme are four to six months, the connections forged may last far beyond the programme and continue to positively impact both participants. However, you are no longer responsible as mentorship coordinator for their relationship after the end of the programme. Make sure that both mentors and mentees understand that if they wish to continue their contact after the programme’s end, it will be without any official support.

Recap: Programme checklist for mentorship coordinators

- Develop and implement a strategy for recruiting mentors at your company
- Use a survey to collect information from colleagues and gauge their interest in serving as mentors
- Mentor-mentee matching (see the [implementation guide](#) for the latest information about how mentor-mentee matching works, including a step-by-step process flow and details about who is responsible for doing what)
- Prepare mentors for their role by sharing the relevant content and resources, and by planning an informational meeting
- Schedule a mentor-mentee kick-off meeting
- Offer at least one mid-programme check-in meeting for mentors and mentees in case they need to raise any concerns
- OPTIONAL: Provide certificates to mentors and mentees
- Distribute post-programme surveys to mentors and mentees
- Analyse survey responses to understand how the mentorship programme at your company can be strengthened
- If you do not plan to reprise your role as mentorship coordinator, find a new volunteer at your company and hand over any key relationships and resources



Refer to the [implementation guide](#)<sup>63</sup> for further details and feel free to reach out to Tent if you need additional guidance:  
[info@tent.org](mailto:info@tent.org)

# Guide for mentors

This guide contains information and advice that will equip you to serve as a mentor in your organisation’s mentorship programme for Ukrainian refugees. Participating in this programme is an opportunity for you to strengthen your inclusive leadership skills, cross-cultural competencies, and communication abilities. You can also learn from the experiences of professionals from another country.

For your mentee, this mentorship programme is an opportunity to broaden their own social and professional networks, exchange experiences, and receive guidance from you as a trusted resource. With your guidance, your mentee will develop a better understanding of how to navigate a new job market.



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# The mentorship programme

### Programme overview

You will be matched with a refugee who will be your mentee for the duration of the mentorship programme. As a mentor, you will be expected to:

- Meet with your mentee at least six times within a four- to six-month period. Tent recommends having in-person meetings as much as possible, but these could also be held online. You can schedule meetings at your company’s office or at informal gatherings outside of the office to work together on professional development topics including:
  - **Career goals and self-assessment**
  - **CVs and cover letters**
  - **LinkedIn**
  - **The interview process**
  - **Networking**
- Discuss and reflect on differences in workplace cultural norms with your mentee
- Exchange professional experiences with your mentee and expand their professional network by making introductions between them and your contacts
- Provide feedback during the mid-programme check-in meeting and end-of-programme survey

### The role of the mentorship coordinator

The mentorship programme at your company will be managed by one of your colleagues who is designated to serve as mentorship coordinator. This person is responsible for managing all administrative aspects of the programme, including the post-programme 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 programme.

### The matching process

To begin your role as a mentor, you will need to fill out a survey about your professional and personal background. You can also share your expectations as a mentor (e.g., what you expect from the programme, how often you would like to be in touch with your mentee, etc.). You will then be connected to a mentee via email or other means.

### Mentor-mentee meetings

You will be expected to meet with your mentee at least six times for 60 to 90 minutes over a four- to six-month period. You should send a personal note to your mentee in advance of each of these meetings via email and/or text message to express your enthusiasm about working together and confirm their attendance. If you or your mentee cannot make it to one of the meetings, suggest an alternative time to meet.

As this mentorship programme is focused on professional development, you will be expected to cover a range of topics with your mentee throughout. The final section of this chapter includes suggested topics/content for mentor-mentee meetings, as well as suggested exercises to work through together during them.

**Be sure to know if your mentee has the right to work before recommending them for any position or helping them to apply for any roles.**



See Tent’s [Guidance for European Companies on Hiring Refugees From Ukraine resource](#)<sup>9</sup> to find out more about the TPD and the rights Ukrainian refugees have to work in Poland.

You should also consider reaching out to your mentee at other times of the year that are relevant to them – for example, a special occasion such as their birthday. This can help to build rapport and develop your relationship.



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### **Advocating for your mentee**

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

### **Post-programme feedback**

At the end of the programme, you may be asked by the mentorship coordinator to complete a survey about your experiences. In these feedback forms, consider the value of the mentorship programme, comparing it to the goals set at the beginning. What were your goals as a mentor, and to what extent have you been able to achieve these? What went well, and what could be improved in the future? You will also be asked to reflect on interactions with and learnings from working with your mentee. Your mentee will also be asked to complete a similar post-programme survey.



# How to be an effective mentor

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## Understanding your role as a mentor: a two-way relationship

As a mentor, you have a unique opportunity to help your mentee set their career goals and develop a plan to achieve these. You will also have the chance to help them build confidence in their professional abilities while adapting to a new country.

However, this experience is not solely about advising your mentee. You will also learn from them and develop cross-cultural competencies. Individuals who mentor others can foster a greater sense of self-confidence and self-awareness as they develop their leadership skills.

As you step into your role as a mentor, Tent recommends focusing on providing your mentee with guidance rather than solutions. Remember that 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 who might be able to help them build skills outside of your area of expertise.

## Being aware of potential sensitivities

Working with refugees requires paying attention to sensitive issues. Your role is not to act as a social worker or psychologist. You must respect important boundaries. Do not ask probing questions about your mentee's life in Ukraine and/or how and why they fled the country, as this may require them to relive traumas. It is appropriate to ask about your mentee's professional experiences before and after arriving in Poland, but it is not appropriate to ask questions about family, the conflict in Ukraine, or any specifics that led your mentee to leave Ukraine. Your mentee may voluntarily share this kind of personal information. If this happens, you are welcome to engage in the conversation if you both feel comfortable doing so.

It is important to honour your mentee's identity as an individual and professional. Keep in mind that there may be considerable cultural, political, and philosophical differences between the two of you. Tent advises that mentors refrain from engaging with mentees on politics.

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It is also important to respect and appreciate your mentee's unique career goals. Be conscious of the fact that refugees often need immediate opportunities to make a living when they are resettled. If they are not fluent in Polish, or if their credentials are not recognised locally, your mentee may need to work in lower-paying or lower-skilled jobs before they can find work in their field(s) of interest or expertise.

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(s) of expertise, even if they are working a lower-skilled job in the interim. Consider how you can support your mentee as they work towards re-establishing themselves in their chosen field(s).

## Managing expectations

Be clear with your mentee about what to expect from your relationship and ask them about their expectations from the programme. 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 them landing a job by the end of the programme. Emphasise this to your mentee upfront to avoid disappointment or misunderstanding down the line.

Things your mentee can expect of you include:

- Discussing their current work situation and any obstacles they face in finding, securing, and maintaining work in Poland – for example, a lack of access to childcare and/or reliable transportation, a lack of proficiency in the Polish language, or difficulties getting their academic transcripts recognised
- Working together to sharpen their job acquisition skills
- Explaining CV, cover letter, and LinkedIn fundamentals, and offering your feedback on their CV, cover letter, and LinkedIn profile
- Discussing how to navigate corporate workplaces in Poland

- Discussing networking and potentially connecting your mentee with relevant contacts in your professional network
- Unpacking the social and cultural norms of workplaces in Poland
- Advocating for your mentee when you come across opportunities for them to keep building their professional network
- Helping your mentee to seek out job opportunities

You should be honest about what you can bring to the mentorship experience from the start. Consider how much time you as a mentor are willing to commit to proofreading CVs, cover letters, and job applications or doing other activities to support your mentee outside of your scheduled meetings. If you are not sure, or if you and your mentee find it difficult to discuss these issues alone, contact the mentorship coordinator for advice.

For the duration of the mentorship programme, you are your mentee’s point of contact if questions or concerns arise. Mentees may wish to discuss issues that go beyond your knowledge and experience. Examples might include legal issues, concerns around work and/or residence permits, and reuniting with family members. It is important to note that neither you nor your colleagues are professionally trained on refugees’ mental health challenges, legal statuses, or other such issues. Should you have a conversation with your mentee that you feel is outside the scope of the mentorship programme, or which is inappropriate or concerning, do not keep the information to yourself or attempt to manage a situation on your own. Report it to the mentorship coordinator immediately. **Do not share sensitive information with anyone other than the mentorship coordinator.**

**Supporting your mentee post-programme**

At the end of the mentorship programme, you will no longer have a formal commitment to your mentee as a mentor. Additionally, once the programme is complete, the mentorship coordinator is no longer responsible for supporting your relationship with your mentee.

However, you and your mentee may wish to stay in touch after the conclusion of the programme. Keep in mind that sensitivities around inappropriate topics are still crucial even if you are not part of a formal mentorship programme.

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 after the mentorship programme ends. Tent encourages you to clarify how involved and available you want to be for your mentee moving forward.

Your mentee will also be encouraged to establish clear expectations with you about how involved they would like to be after the mentorship programme ends.



# Mentor-mentee meeting resources

As a mentor, your primary objective throughout this mentorship programme is to support your mentee in their career and professional development. With this goal in mind, Tent has identified a series of relevant topics for you to discuss with your mentee at each of your meetings:

- 01 Career goals and self-assessment\*
- 02 CVs and cover letters
- 03 LinkedIn
- 04 The interview process
- 05 Networking
- 06 Recap and next steps

Below you will find meeting pre-reads, along with suggested exercises for you to work through with your mentee at each meeting.

*\* Resources for this first meeting also include tips for setting expectations with your mentee regarding the mentorship programme and your relationship. Even if you 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 time together.*

## 01

### Meeting one: Career goals and self-assessment

#### Purpose of meeting

- ▲ Get to know each other
- ▲ Establish goals and expectations for mentorship
- ▲ Agree on next steps

#### Exercises

##### 1. Get to know each other

- a. Use the following conversation starters to share some of your own experiences and background. Tell your mentee:
  - i. About your professional and educational history, and future career goals
  - ii. The reason you joined this programme as a mentor
- b. Your mentee may be hesitant to open up immediately, so asking surface-level questions is a good place to start as an icebreaker. Do not ask probing questions about your mentee's life in Ukraine and/or how and why they fled the country, as this may require them to relive traumas.

##### 2. Establish goals and expectations for mentorship

- a. Does your mentee currently have a job? If so, where does your mentee currently work? If not, ask about any obstacles they face in finding, securing, and maintaining work in Poland – for example, a lack of access to childcare and/or reliable transportation, a lack of proficiency in the Polish language, or difficulties getting their academic transcripts recognised (see the **Background on Ukrainian** refugees chapter for more information about the employment barriers Ukrainian refugees face).
- b. Does your mentee have previous work experience in Poland?

- c. Does your mentee have specific career aspirations – for example, an interest in a certain industry or professional skill set?\*
- d. What is your mentee’s motivation to enter a specific field(s)?
- e. Ask about their long-term career aspirations: what steps do they think they need to take to find a job that matches this vision?
- f. Discuss educational opportunities: is your mentee interested in going to university or securing a high school equivalency degree, taking a language course, or vocational training?
- g. Agree on goals for the mentorship programme and come up with a “wishlist” of things you both want to accomplish (share this during the next meeting)
- h. Confirm that your mentee understands that you will be supporting their professional development over the coming months, but also that you cannot guarantee being able to help them find and secure a job within the time frame.
- i. Discuss with your mentee about the best method of communication for both of you, the best time of day to meet, whether in-person or online meetings are best, and whether or not you will use social media to connect. Be mindful of how much extra these options may cost your mentee. If possible, call your mentee to save their mobile data or ask your company to pay for their transport costs if you meet in person.

*\* If your mentee does not have a specific professional goal in mind, you can guide them by asking questions such as:*

- *What does work mean to you?*
- *What do you value the most from work?*
- *What motivates you to work?*
- *What would you like to do for a job?*

NEXT STEPS

1. Discuss ways you can be supportive in the coming weeks and consider setting deadlines for any next steps.
2. Establish expectations for following-up and any other communication between meetings.
3. Briefly go over the meeting plans recommended in this guide. Although there are only six meeting plans, tell your mentee that you can break up the content as needed depending on their desired pace. If you go through all of the recommended meeting plans before the six required sessions have been completed, ask your mentee what they would like to work on for the remaining sessions.
4. Let your mentee know that the next meeting will cover CVs and cover letters. Ask your mentee to send you their CV and a sample cover letter for you to review together during the next meeting. If your mentee does not have these documents drafted, let them know that you will draft these together during the meeting.

# 02

## Meeting two: CVs and cover letters

### Purpose of meeting

This meeting focuses on CVs and cover letters. If your mentee is familiar with these and already has them prepared for review, it may only take one meeting to review the documents and discuss. If your mentee has not drafted these documents, Tent recommends splitting this topic into two different meetings to make sure there is enough time to discuss drafting and reviewing them together.

Here are some suggested agenda items for this meeting:

- ▲ Explain a CV’s purpose and function
- ▲ Explain a cover letter’s purpose and function
- ▲ Discuss your mentee’s CV and cover letter

Consider bringing printed copies of your own CV and a cover letter to share with your mentee as an example of how these documents are prepared in the context of your work. Have an open discussion about CVs and cover letters in Poland and Ukraine. Aim to understand: are CVs and cover letters used in Ukraine? What information should be included and why? Consider using this interaction to reflect on the recruitment processes and procedures of your company, rather than “just” giving advice on how to write a CV.

*If your meeting will be held online instead of in person, make sure that you exchange all of the above documents with your mentee in advance. You can also share the screen with your mentee to look at the same documents together during the meeting.*

### Exercises

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

- a. Share how CVs factor into the job search process and the specific nuances of CVs in Poland’s job market, including what elements of a CV are most important in Poland and Ukraine, if applicable (e.g., content, design, etc.).
- b. Review how CVs can be uploaded to recruitment websites.
- c. Discuss the purpose of cover letters. Share with your mentee how to properly format cover letters in Poland and ask for the habits of Ukraine. Discuss the differences, as well as the pros and cons of both.
- d. Discuss what elements of a CV and cover letter will make a strong impression with recruiters and why. Consider sharing your personal experiences, positive and negative, and ask for theirs.
- e. Explain that while having a strong CV and cover letter is essential, interviewing, communication, and networking skills (which you will cover in upcoming meetings) are also critical to landing a job. Ask your mentee how this works in Ukraine.
- f. If you have time, touch on email etiquette as it pertains to the job application process.



2. Edit your mentee’s CV together

- a. Review your mentee’s CV together and discuss potential edits as you go. Talk through the changes you are suggesting so that your mentee can understand why you are making them, without taking over the entire process. Your mentee is in charge of their own CV.
- b. Be sure to explain which CV components are critical in Poland and your field(s) of expertise, especially with regards to education and work experience. Discuss whether this is the same in Ukraine and, if not, what the differences are.
- c. If your mentee is comfortable with it, it may be helpful to find somewhere on the CV to explicitly note they are authorised to work in Poland.
- d. If your mentee is comfortable with it, discuss how you can reflect any breaks in their CV, whether it was for having children or other reasons.
- e. Before you finish this exercise, make sure that your mentee is comfortable implementing the suggested changes while giving them space not to implement the suggested changes with which they disagree.

3. Review your mentee’s cover letter together

- a. Discuss with your mentee how cover letters are used in Poland. Ask them if they have written a cover letter before and if/how they are used in Ukraine. Share your experiences of how you have used cover letters in the past. Discuss how cover letters could highlight your mentee’s skills and experiences to make them a stronger candidate for a job.
- b. Discuss best practices for cover letter writing in Poland and, if you have the relevant expertise, in your mentee’s field(s) of interest. Discuss strategies for incorporating personal elements, such as your mentee’s background as a refugee, to highlight their resiliency and strength. Without taking over the process, ask your mentee if they would like to draft a sample cover letter and offer to review it with them.

- c. Review your mentee’s sample cover letter together. Provide feedback on their cover letter and explain why you are recommending each change. Listen carefully to your mentee’s thoughts and ideas. Ask them why they think it is good, why they wrote it this way, etc. 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.

NEXT STEPS

- 1. You may want to ask your mentee to revise their CV and cover letter based on the feedback you shared during the meeting. Taking into account what their priorities are, you may agree on a timeline for these revisions and ask them to send these updated versions to you so you can share any additional feedback.
- 2. If you covered email etiquette in this session, consider sending practice emails that exemplify the expected email communication style.
- 3. If you are willing, offer to proofread application materials for jobs or educational programmes for which the mentee is applying (this offer can be extended at any point throughout the programme).

# 03

## Meeting three: LinkedIn

### Purpose of meeting

If your mentee has not created a profile, you may need to split this topic into two different meetings to make sure there is enough time to discuss drafting and reviewing it together.

Here are some suggested agenda items for this meeting:

- ▲ Discuss LinkedIn’s purpose and function
- ▲ Discuss your mentee’s LinkedIn profile

Consider bringing a printed copy of your own LinkedIn profile to share with your mentee as an example of how this can be created. Have an open discussion about LinkedIn use in Poland and Ukraine. Aim to understand: is LinkedIn used in Ukraine? What information should be included and why? Consider using this interaction to reflect on LinkedIn as a job-finding and professional networking tool, rather than “just” giving advice on how to create a LinkedIn profile.

If your meeting will be held online instead of in person, share the screen with your mentee to look at the same LinkedIn profile together during the meeting.

### Exercises

#### 1. Discuss the purpose and function of LinkedIn

- a. If they are not already familiar with it, introduce your mentee to LinkedIn and them to set up a LinkedIn profile if they do not already have one yet. You can also show them your LinkedIn profile and explain how it works. Discuss if there are similar platforms used in Ukraine. Discuss the differences, as well as the pros and cons of each.

- b. Discuss which elements of a LinkedIn profile will make a strong impression with recruiters and industry contacts, and why. Consider sharing your personal experiences, positive and negative, and ask for theirs.
- c. Discuss LinkedIn message etiquette as it pertains to the job application and business networking processes.

#### 2. Create and/or improve your mentee’s LinkedIn page

- a. Explain how your mentee can create a better LinkedIn profile. Here are some recommendations that you can share with your mentee:
  - i. Choose an appropriate profile picture
  - ii. Add a background photo
  - iii. Use the headline to describe their career objectives
  - iv. Write a concise and compelling summary of what they used to do and would like to do
  - v. Add their previous work and volunteering experience, as well as educational background, with a description for each
  - vi. List relevant skills (including language skills)
  - vii. Follow the LinkedIn pages of some companies and organisations that are of interest to your mentee

### NEXT STEPS

1. You may want to ask your mentee to revise their LinkedIn profile based on the feedback you shared with them during the meeting. Taking into account what your mentee's priorities are, you may agree on a timeline for these revisions and ask them to send an updated version to you so you can share any additional feedback.
2. If you covered LinkedIn message etiquette in this session, consider sending practice messages that exemplify the expected communication style.



04

Meeting four:  
The interview process

Purpose of meeting

- ▲ Review interview fundamentals and skills
- ▲ Roleplay a mock interview

Exercises

1. Discuss the fundamentals of job interviews

- a. Suggest helpful best practices for interviews. Share insights about how to answer questions in ways that highlight your mentee’s strengths, skills, and experiences, and how to avoid common interview mistakes. Discuss strategies for performing well in interviews in Poland, which may be different from Ukraine. This exercise can also be an opportunity to learn about working across cultures.

*Tent suggests exchanging basic expectations around concepts such as punctuality, personal appearance, reliability, and good communication. Understanding Poland’s norms and expectations can dramatically improve your mentee’s preparedness for an interview. For example: should you or should you not ask questions during an interview? If yes, what kind of questions?*

*You may want to discuss the role of “small talk”. Interviewers often start an interview with small talk to build a connection with interviewees before the interview, or to see how the applicant engages with new people. This can differ from country to country.*

*Language norms in Poland can also be discussed here (e.g., appropriate and inappropriate words to use in an official setting).*

- b. Have an open dialogue about proper dress code for interviews in your mentee’s field(s) of interest. Every sector has different expectations for dress code based on social norms and rules. For example, jeans and trainers may not be appropriate for a job interview in some fields. Discuss with your mentee what the proper dress code is for a business setting while leaving room for personal interpretation from their side.
- c. If your mentee is a woman, discuss common challenges women face in an interview setting. Perhaps your mentee can share challenges she has experienced in previous interviews, such as being asked about how she balances work and childcare, or questions regarding the norms of working women in Ukraine. Discuss how she has answered these questions in the past and share your experiences answering challenging questions during an interview. How can your mentee best highlight her specific experiences and qualifications? Additionally, you as a mentor could share some insights on the discussion around equal pay for women and men, and how to address this in job interviews.

2. Conduct a mock interview

- a. Spend most of your meeting together practising interview skills. Tell your mentee that this is a safe way for them to practise what it is like to interview for a job and let them know that you will offer feedback on how to improve their interviewing skills. Try out role reversal: roleplay a scenario in which you are applying for a job in Ukraine and your mentee interviews you. Discuss what both exercises tell you about the working cultures of Poland and Ukraine.

*For a list of questions to use in your practice interview, Tent recommends using the [CBS International Business School list of common interview questions and answers](#)<sup>70</sup>*



Make sure that you tailor your questions and feedback to your mentee’s field(s) of interest.

3. Following-up on an interview

- a. Talk about the etiquette in Poland and Ukraine when following-up after speculative interviews and job interviews, including writing a “thank you email”.
- b. Discuss cultural norms regarding hearing back from a potential employer after an interview. How does this work in Poland and Ukraine? How long should they expect to wait before hearing back from a company after an interview? 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. If so, arrange one (online, in person, or by phone) between your mentee and one of your contacts working in their field(s) of interest.
- 2. If relevant, offer to help your mentee prepare for upcoming interviews (this offer can be extended at any point throughout the programme).

05 Meeting five: Networking

Purpose of meeting

- ▲ Discuss the fundamentals of networking
- ▲ Practise networking skills
- ▲ Discuss aspects of networking that pertain to refugee 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 they can best be utilised to advance their job search.
- b. Talk about the type of networking that is common in Poland and Ukraine (e.g., LinkedIn, email, events, etc.).
- c. Highlight different ways of networking and help your mentee to explore them:
  - i. Find someone working in your mentee’s field(s) of interest through your network. Coach your mentee on asking for a 15-minute informational call, during which they will ask about the person’s job and express an interest in being kept in mind for future job opportunities
  - ii. Visit a company’s website in which your mentee is interested, find an email address for a contact person at the company, and do the same as above
  - iii. Find job or networking events organised by companies or organisations
- d. Discuss cultural norms around networking, including reviewing the type of questions that would be helpful to ask, as well as 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 or via video call. Have your mentee practise asking questions to learn about your work and find opportunities to share more about their professional background and interests. Do the same for a casual conversation in Ukraine. Exchange experiences: what does this tell you about the differences in working cultures?
- b. Debrief on the mock networking session. Share feedback with your mentee and give them an opportunity to voice what felt comfortable or uncomfortable. Do the same the other way around.

NEXT STEPS

- 1. Ask your mentee to think about whom they might want to connect with for a networking session. Start with a short list of people in sectors and roles in which they are interested. In the next session, you can help your mentee to practise their networking skills with this specific framing in mind.
- 2. Let your mentee know that the next session will be your final formal meeting together. Ask if they would like to revisit any particular exercises from previous meetings. If they do, plan to cover these during the meeting.

06 Meeting six:  
Recap and next steps

Purpose of meeting

After you and your mentee have covered the fundamentals, you can use this last session to prepare your mentee for any upcoming networking sessions. This meeting is a good opportunity to revisit any specific exercises from previous sessions to which your mentee would like to come back. It can also be used to deliver a meeting (or several) you were unable to get to due to time constraints.

Tent also recommends using this meeting to provide a top-line summary of what you and your mentee have discussed during your time together, as well as any key learnings.

Exercises

1. Prepare your mentee for any upcoming networking sessions

- a. If you have professional contacts you would like to introduce to your mentee, first ask your contact if they would be interested and comfortable with you making an introduction. Explain that your mentee is finishing a mentorship programme and what their goals are. If the professional contact is comfortable with this connection, proceed by making the introduction.
- b. Have a chat with your mentee about the professional contact and manage expectations. Explain that this introduction may not guarantee a job, but that the connection may be able to offer industry, company, or job insights, and/or provide additional introductions so that your mentee can expand their own network.
- c. Help to set up a meeting between your professional contact and your mentee. You can help to prepare some questions and talking points for their meeting.



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## 2. Discuss expectations about your relationship after the mentorship programme ends

- a. Discuss the nature of your relationship moving forward. Consider what you may or may not be able to offer (and obtain) in this relationship in the future. Can your mentee contact you to give them a reference? Are you available to proofread CVs or cover letters? Would you like to have a coffee with them in a few months' time? Are there people with whom you might be able to connect your mentee? Do you know of any upcoming networking events where they can practise their networking skills?

## 3. Recap and conclude your time together

- a. Do a recap of everything that has been covered throughout the year.
- b. Ask your mentee what their greatest accomplishment has been during the mentorship programme, what they found challenging, and what they would like to continue working on after the programme ends.
- c. Provide overall feedback to your mentee and ask for theirs.

### NEXT STEPS

- 1. Let your mentee know they will receive a post-programme survey from Tent and encourage them to fill it out.



# Appendix

## Sample email to be sent to prospective mentors

To be sent by the mentorship coordinator (see the [implementation guide](#)<sup>71</sup> for information about how to create the survey link mentioned in this email):

Dear all,

[Company name] is participating in a mentorship programme for Ukrainian refugees in Poland, organised by the Tent Partnership for Refugees.

As mentorship coordinator for the programme, I'm recruiting employees to serve as mentors and would love for you to be involved!

Mentoring a Ukrainian refugee can have a hugely positive impact on their professional success. By serving as a role model, providing resources on how to succeed in the workplace, and helping them to build their professional network, you have an opportunity to change the course of a Ukrainian refugee's life.

To prepare you for your role as mentor, Tent will provide you with a guide and training, both of which include support and suggested topics for mentor-mentee meetings, such as reviewing your mentee's CV and cover letter, practising interview questions and networking, and facilitating professional introductions.

Mentors are expected to meet with their mentees at least six times over the course of four to six months and will be responsible for arranging the logistics of these (preferably) in-person meetings.

If you are interested in volunteering as a mentor, please fill out the survey link here [insert link] before the registration deadline on [date decided by the company].

I hope that many of you will step up and learn from this wonderful experience!

Best

[Mentorship coordinator name]

## Optional post-programme survey for mentors

To be distributed by the mentorship coordinator:

Congratulations on finishing the mentorship programme!

We hope that you had a positive experience working with your mentee and were able to share insights that will help them to advance their career while developing your own professional skills.

The attached survey asks questions about your experience over the course of the programme. Please answer with as much detail and description as you can. This will help us to understand how best to run this programme in the future.

### Survey questions

1. How satisfied were you with the mentorship programme?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor unsatisfied
- ☐ Unsatisfied
- ☐ Very unsatisfied

2. What was your relationship with your mentee like?

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3. How did your mentee grow over the course of the programme?

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4. What were some of your mentee’s biggest challenges?

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5. What did you learn from your mentee?

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6. What did you learn from this mentorship programme?

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Continued overleaf



7. What was your biggest challenge as a mentor?

8. How could this mentorship programme be improved?

Please rate how strongly you agree or disagree with the following statements...

(Please feel free to add comments to each answer)

i. You were able to answer your mentee’s specific questions

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

ii. You were able to help your mentee develop a stronger professional network.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

iii. The structure of the programme was helpful.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

iv. You were able to rely on your company’s mentorship coordinator to address issues related to your mentoring experience.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Continued overleaf



v. Your mentee was punctual and prepared for your meetings.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

vi. Your mentee took the programme seriously.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

vii. The programme helped you to develop your own skills and network.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

viii. Would you serve as a mentor for other refugees in the future?

- ☐ Yes
- ☐ No (please explain why not)

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

- ☐ Yes
- ☐ No (please explain why not)



# Endnotes

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