

## Standard 1: Definition of Youth Mentoring

The program defines mentoring as "an on-going, structured relationship with a trusted individual aimed at developing the competence and potential of the mentee"

Criteria	Evidence/Documentation	Policy	(Example) Form
Minimum length of mentor/mentee relationship required: Best Practice = 1 year	Policy/Procedure stating relationship requirement	1.5.1	
Match meetings occur for a minimum of 4 hours/month	Policy/Procedure stating match meeting requirement	1.5.2	

## Standard 2: Recruitment Plan

Mentoring programs should have a comprehensive recruitment plan for mentors and mentees as well as a system for timely follow-up and enrollment

Criteria	Evidence/Documentation	Policy	Form
A Mentor and Mentee Recruitment Plan must be on file (to include annual marketing plan, target audience, outreach strategies, informational and marketing materials)	Policy/Procedure requiring Mentor/Mentee Recruitment Plan; Mentor/Mentee Recruitment Plan on file	2.1	Recruitment Plan
Mentors matched with mentee within 2 months of completing mentor training	Policy/Procedure stating match within 2 months following mentoring training	2.2.1	Recruitment Plan, Mentor Orientation and Training Log, Mentor Application Checklist, Mentor Evaluation Checklist
Potential Mentors will be followed up within 2 weeks of applying to the program	Policy/Procedure stating follow up timeline and expectations following application	2.3.1	Recruitment Plan, Mentor Orientation and Training Log, Mentor Application Checklist, Mentor Evaluation Checklist
A Face to Face interview with a potential mentor will occur within 30 days of applying to the program	Policy/Procedure stating follow up timeline and expectations following application	2.4.1	Recruitment Plan, Mentor Orientation and Training Log, Mentor Application Checklist, Mentor Evaluation Checklist

An invitation to mentor training and orientation w/in 30 days of the face-to-face interview	Policy/Procedure stating follow up timeline and expectations following application	2.5	Recruitment Plan, Mentor Orientation and Training Log, Mentor Application Checklist, Invitation Letter to Training, Mentor Acceptance Letter, Mentor Evaluation Checklist
Potential Mentees will be matched with a mentor within 30-days of completing eligibility screening (if a match is not made, the mentee will be placed on a waiting list and contacted weekly by phone until a match or other alternative resource is made)	Policy/Procedure stating mentee match with a mentor timeline following eligibility screening	2.2.2	Recruitment Plan, Mentee Application and Orientation Checklist, Mentee Agreement, Match Agreement and Contract
Potential Mentees will be followed up within two weeks of applying to the program	Policy/Procedure stating mentee follow up timeline following application	2.3.2	Recruitment Plan, Mentee Application Checklist, Mentee Agreement, Match Agreement and Contract
Each program must have written policies for mentor eligibility	Policy/Procedure stating mentor eligibility	2.6	Recruitment Plan, Mentor Application Checklist
Each program must have written policies for mentee eligibility	Policy/Procedure stating mentee eligibility	2.7	Recruitment Plan, Mentee Application Checklist
Each program must have written policies for mentor and mentee program requirements	Policy/Procedure stating mentor/mentee program requirements	2.8	Recruitment Plan, Mentor/Mentee Position Descriptions
Written program goals and objectives are clearly stated (Mentor Core, Mentee Core and Targeted Behaviors)	Program Goals and Objectives on file	2.9	Recruitment Plan, M&E Plan
Written position/responsibility descriptions clearly outline expectations of program (Mentors and Mentees)	Position and Responsibility Descriptions on file	2.10 2.11	Recruitment Plan, Mentor/Mentee Position Descriptions

### Standard 3: Eligibility Screening

The program screens Mentors and Mentees for eligibility

Criteria	Evidence/Documentation	Policy	Form
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Each program must have a process to screen mentees - written application, parent/guardian permission, face to face interviews between trained staff, volunteer, youth (family if appropriate)	Mentee Application form, Parent/Guardian Permission Form, Eligibility Criteria Checklist; Policy and Procedure/procedural handbook	3.1.1	<b>Mentee Application, Mentee Application and Orientation Checklist</b>
Each program must have a process to screen mentors	Mentor Application form, face to face interview with notes in mentor file, reference checks (2 personal/2 professional), background check (criminal, driving, sex offender registry and fingerprinting where allowed), Orientation and Training attendance record, Mentor Agreement Form signed, Parental Consent Form (peer mentors), Eligibility Criteria Checklist; Policy and Procedure/procedural handbook	3.1.2	<b>Mentor Application, Mentor Application Checklist, Mentor Interview Guide, Mentor Orientation and Training Log, Notice to Mentors Regarding Background Checks, Match Agreement and Contract, Reference Interview Guide, Mentor Evaluation Checklist</b>

### Standard 4: Orientation and Training

Orientation, training and written reference materials should be provided to each mentor, mentee, and parent/guardian of mentee by trained staff or volunteers prior to mentor-mentee match

Criteria	Evidence/Documentation	Policy	Form
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Documentation for Orientation for prospective Mentees must be on file	Orientation includes: Program Overview, Eligibility Requirements, Program Description, Time Commitments, Expectations of mentors, mentees and parent/guardian; Policy and Procedure/procedural handbook	4.1	<b>Mentee Appliation and Orientation Checklist, Mentee Orientation Outline</b>
Documentation for Orientation for prospective Mentors must be on file	Orientation includes: Program Overview, Eligibility Requirements, Program Description, Time Commitments, Program Benefits and Rewards, Realistic expectations for the relationship, Mentor responsibility to mentee, parent/guardian of mentee and organization; Policy and Procedure/procedural handbook	4.2	<b>Mentor Application Checklist, Mentor Orientation and Training Log, Mentor Orientation Outline, Mentor Evaluation Checklist</b>

<p>Training program is conducted for prospective Mentors</p>	<p>Training Curriculum, Training Schedule, Training Calendar, Training Agenda; Policy and Procedure/procedural handbook; Training and on-going training includes: Role of Mentor; Values, philosophy and goals for intervention; Summary of program policies; Discussion regarding building a healthy mentor relationship; Trust; Positive Youth Development and Strengths Based Training; Patience and Perseverance; Communication Skills; Problem-Solving Skills; Self-esteem building/goal setting; Developmental Stages; Referral and Support Services; Strengths and Needs of Mentees/Families; Diversity and Cultural Awareness; Child Abuse Recognition and Reporting; Establishing Appropriate Boundaries; Confidentiality, risk management and liability issues; Match Closure Procedures; and, Monitoring and Evaluation</p>	<p><b>4.3</b></p>	<p><b>Annual Training Calendar, Training Outlines, Mentor Orientation and Training Log</b></p>
<p>Program staff document regular match support contact and supervision of mentor</p>	<p>Policy and Procedure/procedural handbook; mentor/mentee file, supervision notes</p>	<p><b>4.5</b></p>	<p><b>Contact Log</b></p>

**Standard 5: Matching Strategy**

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**Successful mentoring programs have a well documented matching strategy**

Criteria	Evidence/Documentation	Policy	Form
Written match agreement defines expectations for regular mentor/mentee contact	Written match agreement; Policy and Procedures/procedural handbook	5.1	Mentee Agreement, Match Agreement and Contract
Documented matching criteria exists	Matching criteria; Policy and Procedure/procedural handbook; Possible Match Criterion: gender, age, language, availability, disabilities, youth needs, interests, preferences, life experiences, temperament	5.1.2	Match Worksheet, Mentee Interest Survey
Signed mentor, mentee, and parent/guardian agreements on file that include statements of understanding that all parties agree to match conditions	Written match agreement with signatures; Policy and Procedures/procedural handbook	5.1.3 5.1.4	Match Agreement and Contract

**Standard 6: Matching Monitoring Process**

**Successful mentoring programs maintain a process for monitoring and supporting mentoring matches**

Criteria	Evidence/Documentation	Policy	Form
Documentation of consistent communication between staff, mentors and mentees: Bi-weekly first month of service; weekly remainder of year; quarterly after one year	Policy and Procedure/procedural handbook defining frequency of communication, means of communication and documentation of communication - face to face, phone, emails, newsletters, other; documentation records	6.1	Contact Log

<p>Documentation of consistent communication between staff, mentors and parent/guardian: Bi-weekly first month of service; weekly remainder of year; quarterly after one year</p>	<p>Policy and Procedure/procedural handbook defining frequency of communication, means of communication and documentation of communication - face to face, phone, emails, newsletters, other; documentation records</p>	<p><b>6.1</b></p>	<p><b>Contact Log</b></p>
<p>Confidential participant (mentee) files containing documentation of the application, screening, follow-up, health forms, emergency contacts and staff/mentor input are only accessible by authorized individuals</p>	<p>Policy and Procedure/procedural handbook defining security measures, location, storage, accessibility to confidential files; review location and security measures for files; file ledger defines content maintained within file; process to track access and reviews of file (date/time/purpose/signature)</p>	<p><b>6.2</b></p>	
<p>Documentation of regular input from mentee, mentor, family, community partners, and other significant individuals on impact of mentoring program on mentee's life</p>	<p>Describe types of input and any forms used to document input; documentation of surveys/interviews used to describe program impact; questionnaires used for targeted audiences; Policy and Procedure</p>	<p><b>6.3</b></p>	<p><b>Contact Log</b></p>
<p>Documented procedure for managing grievances, boundaries, premature match closure, rematching, and interpersonal problem solving</p>	<p>Policy and Procedure; protocol to manage and respond; training strategies; topics for training agenda/curriculum; performance planning; documentation</p>	<p><b>6.4</b></p>	<p><b>Contact Log</b></p>

Health forms, permission slips and emergency contact numbers are provided to mentors	Policy and Procedure; interview with mentor(s); mentee files - completed health forms, permission slips, emergency contact numbers	6.5	Mentee or Student Medical Release-Work Form, Mentee Application
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## Standard 7: Mentoring Support, Recognition and Retention

Successful mentoring programs support mentoring relationships, recognize volunteers and have a strategy for volunteers retention

Criteria	Evidence/Documentation	Policy	Form
Kick off event held on a regular basis (annually, seasonally, etc.)	Kick-off announcement	7.1	Annual Events Calendar
On-going recognition, appreciation activities and celebration	Thank you/appreciation letters to mentors; Flyers/invitation to recognition events; copies of certificates for mentor appreciation; Copies of volunteer award nominations; mentor "volunteer" file	7.2	Annual Events Calendar
On-going peer support groups for volunteers, participants and others	Mentor/mentee match meeting agendas/outlines; announcements/flyers for mentor support meetings and match activities	7.3	Annual Events Calendar
On-going training and development	Training Table of Content, training curriculum, training calendar, training agenda, training announcements, training attendance record; mentor files	7.4	Annual Events , Annual Training Calendar



Reflection on relevant issues	Mentor meeting agendas, case notes documenting conversations/supervision between mentors/staff; updates and information sharing for mentors on relevant mentoring issues - using a variety of communications methods	<b>7.5</b>	<b>Annual Training Calendar</b>
Relevant and timely information dissemination	Copies of emails, newsletters, flyers, etc.	<b>7.6</b>	
Making mentors aware of volunteer opportunities for mentors and mentees, such as "Make a Difference Day", food drives, clothes drives, etc.	Copies of emails, newsletters, flyers, etc.; calendar of events for social and educational activities planned for matches	<b>7.7</b>	<b>Annual Events Calendar, Annual Training Calendar</b>
Providing Networking opportunities for mentors with appropriate resource organizations	Updates and information on a variety of topics through a variety of communication vehicles; calendars or newsletters documenting opportunities for mentors to meet with professionals from resource organizations	<b>7.8</b>	
Newsletters, annual reports, and other correspondence with mentors, mentees, supporters, and funders to share program accomplishments	Newsletters and annual reports	<b>7.9</b>	<b>Newsletters, Annual Reports</b>
Structured activities or processes to ease anxieties that may occur at match meetings	Samples of forms, icebreakers, and activities that are used during match meetings	<b>7.10.</b>	<b>Orientation and Training Outlines</b>
Social gatherings for matches	Announcements for upcoming community activities sent to matches	<b>7.11</b>	<b>Annual Events Calendar</b>

## Standard 8: Match Closure

The mentoring programs have a process for effective match closure

Criteria	Evidence/Documentation	Policy	Form
Exit interviews describing efforts and outcomes between mentor/staff; mentee/staff; mentor/mentee	Policy and Procedure for closure, future contacts between mentor/mentee, assistance in defining process to achieve personal goals for mentees; documentation of exit interview in mentors and mentee files; component of training curriculum/agenda - Training Table of Content	8.1	Mentee Exit Survey, Mentor Exit Survey, Parent/Guardian Exit Survey
Documented notification to parent/guardian of match closure	Policy and Procedure for closure includes parent/guardian notification; notification documented and in mentors/mentees files; component of training curriculum/agenda - Training Table of Content	8.3	Parent/Guardian Exit Survey, Match Closure Notification Letter
Appropriate future contact between mentor and mentee	Policy and Procedure describing appropriate future contacts between mentor and mentee; component of training curriculum/agenda - Training Table of Content	8.4	Match Closure Notification Letter, Orientation Outline, Training Outline
Assistance in defining process for achieving personal goals for mentees	Documentation of conversation with mentee about future goals; component of training curriculum/agenda; mentor/mentee files	8.2	Personal Growth Plan

A process for re-engaging the volunteer as mentor or in other areas of the program	Documented plan for re-engaging volunteers as mentors or in other areas of the mentoring program - Recruitment and Retention Plan	8.6	

### Standard 9: Program Evaluation

Successful mentoring programs conduct an evaluation of both processes and outcomes

Criteria	Evidence/Documentation	Policy	Form
Documented process evaluation plan that determines the overall effectiveness of the program and include tracking program activities: mentee/mentor recruitment and retention plan; screening; orientation; placement; matching system; training; support; mentor retention; demographic information	Written documentation of Evaluation Plan that includes both processes and outcome measures	9.1 9.1.1	M&E Plan
Outcomes evaluation measures changes in the program participants (Targeted Behaviors); Goals and Objectives: desired changes in targeted behaviors, better perception of social support, reduced incident of re-arrests or juvenile court for new delinquent offenses, decrease anti-social behavior, improve family relationships, increase social competence, encourage resistance to gang involvement, decrease substance abuse, increase school attendance, earn GED or high school diploma, increase GPA	Tracking and/or evaluation tools to document program procedures and evaluation: CMC client management database, other database tool (Excel, FileMaker Pro, etc.) that measure changes in program participants, relevant to identified program outcomes, Logic Model; DCTAT (OJJDP data collection database);	9.1 9.1.2	M&E Plan

Based on evaluation findings, the program reflects and refines the program design and operation	Continuous Quality Improvement or M&E team (meeting agendas/minutes); documented plan for incorporating evaluation data into future program planning and implementation; documented process to review implementation and outcome results; Policy and Procedure defining Evaluation Process and Planning and to include frequency of process	9.2	M&E Plan
Evaluation findings are reported to key stakeholders within the program and the community	Written reports to the key stakeholders containing results of the findings	9.2.5	M&E Plan

### Standard 10: Organizational Management

The program has established organizational management practices and a prudent and reasonable rationale for staffing based on the program's statement of purpose and goals, needs for mentors and mentees, available community resources, staff and volunteer skill level, and ability to meet the NCMJ Mentoring Institute Standards and Best Practices

Criteria	Evidence/Documentation	Policy	Form
Minimum Requirements: Paid or volunteer staff with appropriate skills to complete necessary program functions	Resumes/vitae of all paid or volunteer staff on file; interview HR team/staff	10.1	Job Descriptons, Position Descriptions
Written position descriptions for all staff and volunteers	Written position descriptions for all paid and volunteer staff on file; interview HR team/staff	10.2	Job Descriptons, Position Descriptions

Composition of personnel, volunteers, and program participants that reflects the diversity of the community, as appropriate for program effectiveness	Written demographic data reflects the diversity of the community; SMART data	<b>10.3</b>	
Written eligibility requirements for program participants	Written eligibility requirements for prospective mentors and mentees on file	<b>10.4</b>	<b>Mentor Application Checklist, Mentee Application and Orientation Checklist</b>
Comprehensive Program Management System	P&P	<b>10.5</b>	
Financial Accountability	Banking; bookkeeping; reporting system; tax/audit; budget	<b>10.5.1</b>	
HR Accountability	Volunteer development; organizational policies and procedures; documentation - personnel and volunteer files; staff evaluation; staff development	<b>10.5.2</b>	
Payroll and Timesheet Policy	P&P and timesheet process and forms	<b>10.5.3</b>	<b>Timesheet Form</b>
Travel and Mileage Reimbursement Policy	P&P and travel/mileage process and forms	<b>10.5.4</b>	<b>Mileage Reimbursement Form</b>
Transportation Policy	P&P and transportation process and forms	<b>10.5.5</b>	
Comprehensive Program Development System	P&P	<b>10.6</b>	
Needs Assessment		<b>10.6.1</b>	
Program Planning		<b>10.6.2</b>	
Evaluation		<b>10.6.3</b>	
Partnerships and MOUs		<b>10.6.4</b>	<b>MOU Template 1 and 2</b>
Reporting and Accountability		<b>10.6.5</b>	
Written policy to conduct an annual agency financial audit	Copy of previous budget year's audit	<b>10.7</b>	

A public relations and communication plan to educate the community, stakeholders, and other target markets about the need for mentoring and the value of the mentoring program. This plan includes mentor recruitment	Written public relations and communications plan on file; demographics of staff, board, and participants reflect the community being served and the stated program audience;	<b>10.8</b>	
A Risk Management Plan to assess, prevent, respond to and resolve risk management issues and concerns	Risk Management Plan, Risk Management Policy and Procedure	<b>10.9</b>	<b>Risk Management Template</b>

### Standard 11: Governance

The program has a governance structure that includes volunteer (non-compensated) board of directors or advisory council with established governance practices

Criteria	Evidence/Documentation	Policy	Form
Board Development	Articles of Incorporation, Bylaws, Organizational P&P	<b>11.1</b>	
Roles and Expectations of BOD	Bylaws	<b>11.1.1</b>	
Board Meetings	agendas, meeting minutes, Bylaws	<b>11.1.2</b>	
Board Development	Bylaws, Strategic Plan	<b>11.1.3</b>	
Mission Statement, Vision Statement and Core Values	Written mission statement; written and current strategic plan that supports well defined mission, Bylaws, Articles of Incorporation, Organizational P&P	<b>11.2</b>	
Established operating policy	Written Policy and Procedures and Organizational Structure on file	<b>11.3</b>	
Established structure for program oversight	Agency flow chart or other documentation that describes the program structure	<b>11.4</b>	
Strategic Plan	A written, current strategic planning document that includes community input	<b>11.5</b>	

Administrative/Organizational Policies and Procedures	Administrative and program policies and procedures handbook, Bylaws	<b>11.6</b>	
	Risk Management	<b>11.6.1</b>	<b>Risk Management Plan Template</b>
	Confidentiality	<b>11.6.2</b>	
	Conflict of Interest	<b>11.6.3</b>	
	Human Resources Accountability	<b>11.6.4</b>	
	Financial Accountability	<b>11.6.5</b>	
Legal Documentation	Proof of Documentation	<b>11.7</b>	
	Articles of Incorporation	<b>11.7.1</b>	
	Bylaws	<b>11.7.2</b>	
	501c3	<b>11.7.3</b>	
	Payroll Documentation/Process	<b>11.7.4</b>	
	IRS 990 Form	<b>11.7.5</b>	
	Legal Financial Advisors	<b>11.7.7</b>	
	Registered Agents	<b>11.7.8</b>	
Insurance Documentation	Officers Liability	<b>11.7.6.1</b>	
	Workers Comp	<b>11.7.6.2</b>	
Adequate financial and in-kind resources	Written and Board/Council approved Annual Budget;	<b>11.8</b>	