

End-of-pilot Evaluation Results – August 2018

The OCP Mentoring Program was launched at the end of 2016 for the first-time HoMs, PCs and their deputies.

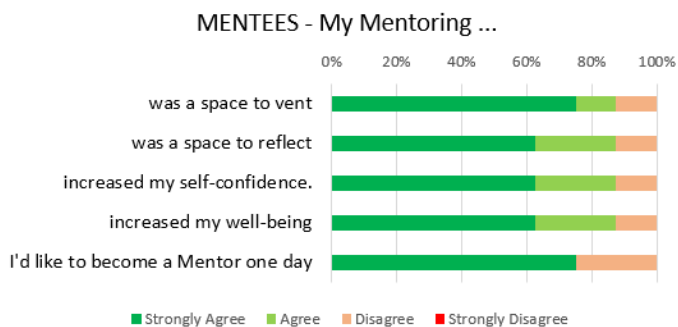
In April 2017 the pilot was expanded to include first-time MedCos, MedRefs and their deputies.

Since July 2018 mentoring is also available to first-time LogCos, LogRefs, FiHrCos, FinCos, HrCos, and their deputies.

1. Evaluation Methodology

The Evaluation was conducted April - June 2018. It was led and analysed by the Evaluation and Capitalisation Manager of the Mentoring & Coaching Hub of MSF Norway. 16 people participated. 8 Mentees and 6 Mentors completed an online survey, while 4 Mentees, 6 Mentors and 2 Pool Managers were interviewed by phone. This corresponding to 7 matched Mentor/Mentee pairs. 1 mentor did not participate in the evaluation and 1 mentor had 2 mentees.

2. Results from the Mentoring Evaluation



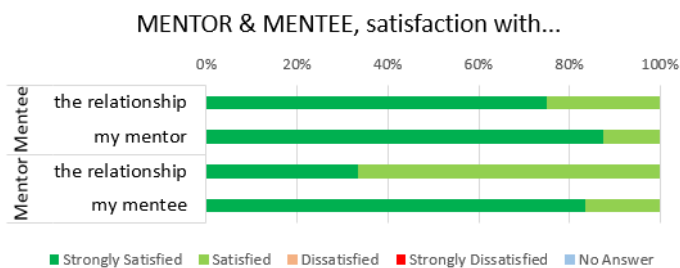
Mentoring:

"is a space for discussion and reflection"

"to better understand the perimeter of my role".

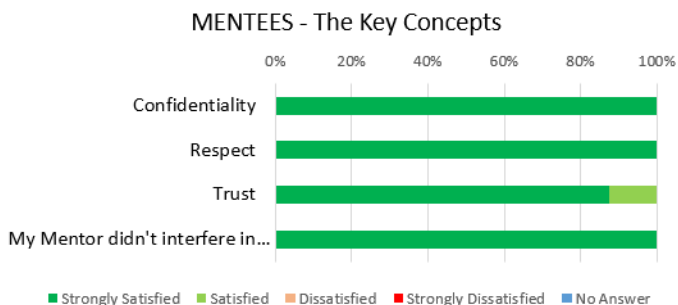
"to share achievements or discuss potential future decisions".

"an escape way when you need to be listened when it's difficult and to get feedback".

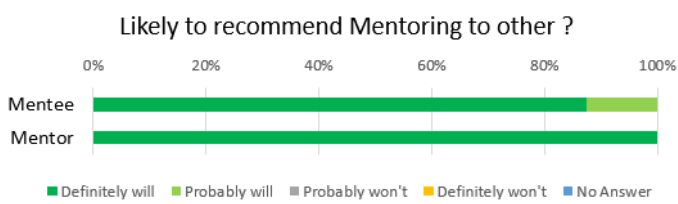


"your mentor is someone you can reach out to when you don't know exactly where to go, if it's something you don't want to discuss with your mission, because you feel that is a dumb question".

"We were stuck in communication with the authorities, I talked about it (with my Mentor) and it helped me take distance and see other different approaches to the problem".



Results confirmed that successful relationships have both Mentors and Mentees respecting the 4 key concepts. Mentors adapt to their Mentees requests and explore with them different possible solutions to the challenges they are facing in their work environment.



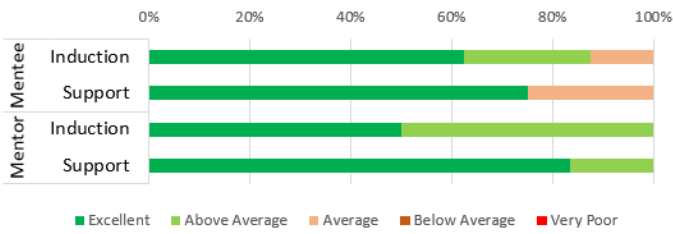
"it's extra support".

"people more confident make better decision".

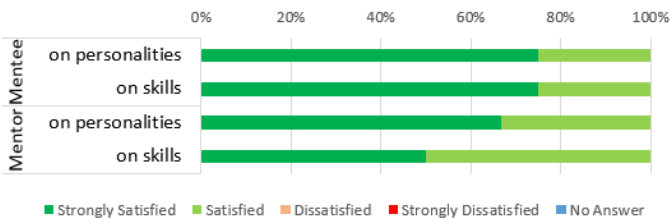
"It is a good way to retain people".

"It shows that MSF really cares about its people"

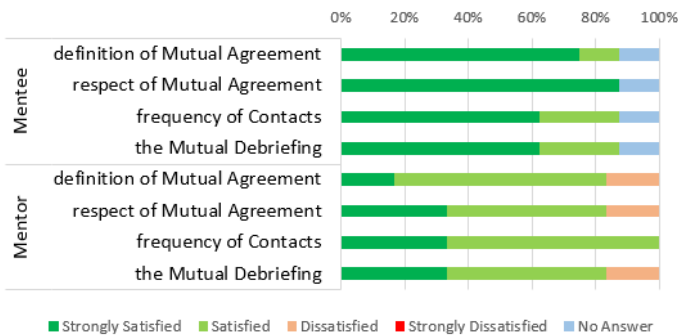
The Mentoring Referent - Induction and Support



The Matching



The stages in the Mentoring



3. Next steps for OCP's Mentoring Program

Ongoing Evaluation A post-relationship online survey is being developed based on questions from this evaluation. It will be sent systematically to both Mentee and Mentors at the end of each relationship.

Mentors To date, 35 Mentors have been trained, from all 4 backgrounds (Ops, Med, Log, Admin) and representing 231 years of combined MSF experience. 43% of them are no longer active with MSF. Potential mentors continue to be selected by each department based on their MSF experience. 70% of people contacted agree to becoming a Mentor. A pool of 80+ mentors will be needed by December 2019 to cover forecast mentoring requests. Specific effort is being placed on growing the Log and MedCo pools.

Communication The core of the program requires Mentees to decide that they want a Mentor. For this to happen, first-time coordos need to be aware of the Mentoring program so communication about the program is a key challenge. The Pool Managers are essential for communicating with International staff (50% of first-time Ops Coordo departures requested a mentor in 2017 and 2018!). Cells and Coordo teams are the main source of information for National staff.

Recurring requests/questions received from all departments since launching the Mentoring program:

- Can Mentoring be made available to anyone in the field (and HQ) who is interested and motivated to work with a Mentor and not only first-time Coordos?
- In addition to Mentoring, should OCP revisit building a pool of Individual On-the-Job Trainers, with experience in key positions (PC, MedCo, HoM), to train people in the field for a few weeks at a time?

Each Mentoring relationship goes through 5 major steps:

- **Self-Appraisal:** request from the Mentee
 - **Induction** with the Mentoring Referent
 - **Matching**, finalised by the Mentee
 - **Mutual Agreement**
 - **Mutual Feedback**
 - **Mutual Debriefing**
- } between the Mentor and the Mentee

Induction of Mentors:

Attendance at a 3 day inter-OCs workshop, where the role of Mentors and their skills are discussed and practiced.

Mentors have requested more regular contacts with the Referent and opportunities to develop an inter-OCs network and community of Mentors.

Going forward: An annual Mentor Days event and quarterly webinars are under development. The Mentoring Referent is now proactive in seeking contact and follow-up discussion with Mentors each relationship.

Induction of Mentees:

All Mentees have a 1 hour call with the Mentoring Referent, before their Mentor takes over. Some Mentees felt it was not enough.

Going forward: The Induction and Process have been modified, A new website provides additional information:

<https://mentoring-coaching.msf.org>