

## THE OCP MENTORING PROGRAM

For first-time and experienced:

**OPS: Head of Mission, Project Coordinator**

**MED: MedCo, MedRef, Head Nurse**

**LOG: LogCo, LogRef**

**ADM: FiHrCo, FinCo, HRCo**

and **Deputies** for all these positions

Regardless of contract: **International, National or 'detached'**

**You** decide if you **want** a Mentor.

To be a Mentee is to:

- Develop your knowledge, skills, reflection and self-awareness - in addition to (not instead of) the support you receive from your managers, trainings or coaches.
- Explore your new position and/or MSF with someone who has gone through very similar situations and will be at your side (virtually) to help you find your own answers and solutions.
- Create a unique, equal, virtual relationship and to use sessions with your mentor to think, reflect, and analyse your work, as well as to occasionally vent.



## WHAT DOES A MENTORING RELATIONSHIP LOOK LIKE?

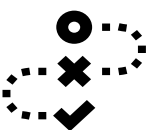
The mentoring relationship generally consists of 2 contacts per month, each lasting about 1-1½ hours, conducted via Skype or on the phone. It is recommended that the mentoring relationship continues for 6 - 12 months.

### 3 KEY CONCEPTS



#### **Confidentiality**

Discussions between the Mentor and Mentee are not shared with anyone else. This is an essential way trust is built between them, which leads to better results from the mentoring exercise.



#### **Non-interference in Operations**

Mentors do not interfere with the operational objectives of the mission and do not share their own perception or opinion of what is happening within the mission. They create a space to encourage reflection complementing other relationships with Mentees' colleagues and managers.



#### **Mentees find solutions**

Mentors do not "fix" issues in their Mentee's project or mission. They help their Mentee to identify and explore their own solutions.

## MENTORS



- Mentors are experienced MSFers, who are either still working with MSF in the field or HQ, or are now living different adventures. They want to give their time and experience to other MSFers to help them grow.
- Mentors are true volunteers (yes, they do this for free!).
- A Mentor's only objective is to help their Mentees find their own solutions. They listen, ask questions and, with their Mentees, reflect on each situation. They share their own experiences and, when appropriate, provide advice.
- Mentors are not trainers and they are not coaches. They do not line manage their Mentees.
- All Mentors are selected by their department of origin (for examples, Operations or Medical) and validated jointly by HR. Before a Mentor starts their first mentoring relationship they are required to attend a 3-day Workshop.

## ABOUT THE MENTORING PROGRAM AT OCP

MSF-Norway launched their mentoring program for OCB in 2012. Since then, they have concluded over 200 mentoring relationships. OCP's mentoring program was launched late 2016. It draws on the experience, tools, workshops, processes, evaluations and support provided by the Mentoring and Coaching Hub (MCHub) in Norway to all OCs, making it a truly MSF-wide initiative.

OCP's Strategic Plan for 2017-19 established Investment in People as a key priority. One of the ways OCP is developing our global workforce is by offering support through mentoring.

The Objectives of the Mentoring program are to:

- Facilitate the personal and professional development of Mentees,
- Support staff in the field to build their capacity for resilience and to improve and strengthen key transversal competencies,
- Support the development of strong and diverse teams,
- Support the retention of our experienced staff and their teams,
- Create more space for dialogue and sharing of experience, and foster knowledge transfer inside the organisation.

### **INTERESTED IN HAVING A MENTOR ?**

Please contact Stephanie Michel Nilles,  
OCP Mentoring and Coaching Referent  
[ocp.mentoring.coaching@newyork.msf.org](mailto:ocp.mentoring.coaching@newyork.msf.org)

## MENTORING QUESTIONS & ANSWERS

### How will you assign my Mentor to me?

We will never assign a Mentor to you. In the same way you choose whether to have a Mentor, and your discussions points, you are an active part of the matching process and will be the final person deciding on who will be your mentor.

After your Induction Call we will propose to you one or more Mentors we think could be a good fit in terms of experience and personality.

If you choose one of the Mentors we've recommended, we will put you in touch for a "let's get to know each other" call by phone or Skype. The objective of your first contact (which ideally is made before you go on mission) is for you both to decide if this feels like a good match or not. And if either of you decide it doesn't feel quite right we will look for another Mentor for you.

### My contract is going to be for 3 months, can I have a Mentor?

No, sorry. OCB's long experience has shown that it takes time to develop a relationship with your mentor. Accordingly, in order to ensure that each Mentoring relationship will be successful, we only offer Mentors to people going on contract for a minimum of 6 months. I understand that the purpose of mentoring is to develop transversal competencies linked to the position. However, how can I learn more about other technical competencies or tools?

### How do I know that my Mentor will not divulge what I tell him/her to my HoM or the Cell?

The Mutual Agreement you will establish with your Mentor gives you both the confidence that neither of you will talk about the content of your discussions to anyone else.

At the start of your mentoring relationship you will decide together how you want to work together – this is your Mutual Agreement. Using a template which we'll provide you and your Mentor, you'll discuss together a wide range of topics, from duration and frequency of your contacts, to what confidentiality means to you and how you will deal with issues which may arise.

Also, remember that one of the benefits of working with Mentors is that they are not involved with your daily work and are not part of your line management.

### Can my Mentor visit me in the field?

OCB's experience has shown that this can be useful in some specific mentoring cases (it represents about 10% of their program). It happens mainly with MedCos and HoMs – at the request of the Mentee – and with the validation from the Cell. Each decision is always made on a case-by-case basis. If this is important to you, let's talk more about it!

### I understand that the purpose of mentoring is to develop transversal competencies linked to the position. However, how can I learn more about other technical competencies or tools?

Conversations between you and your Mentor are a safe space you will shape together according to your needs. You should be able to get technical support from many other actors around you (whom your Mentor can help identify), but not from your Mentor. Mentors are not trainers and they are careful to ensure that they do not take on anyone's else role (your manager, your technical referent... etc).

### What sort of support will my Mentor or I have during our Mentoring relationship?

OCP's Mentoring Program Manager is the focal point for any questions Mentors and Mentees would have during their relationship.

As the referent, I will also proactively get in touch with you and your Mentor from time to time, to see how things are going and if you have any questions.

### **Do Mentors get evaluated? By whom?**

Because the relationship between Mentee and Mentor belongs to both of you, the first evaluation is ... between the two of you.

We will provide you with a simple "Mutual Feedback" tool we encourage you to use 2-3 months into your relationship and then again at the end of your mission with a "Mutual Debrief".

Once your mission and the Mentoring relationship is over, both Mentor and Mentee are asked to fill-in an anonymous online questionnaire, with the results to be sent to the Mentoring Program Manager to help improve our support.

### **As a Mentee, do I get evaluated? By whom?**

Because you are the one deciding what you want out of your mentoring experience, you will be evaluating whether you have achieved your objectives.

Some mentees share their Self-Appraisal with their HR referent or their own manager before starting to work with their Mentor. And they give feedback to the same people at the end of their Mentoring. We believe that it can be very useful for you to do so but this is not at all obligatory. The important thing is for you to do whatever makes you feel comfortable.

### **Can I work with both a Coach and a Mentor during my mission?**

Yes and No ....

No: Through our program, we wouldn't arrange for both a Mentor and an Individual Coach. We would discuss with you what support suits you best and then offer you either one or the other.

Yes: You could be working with a Mentor and at the same time be working with your team and a Team Coach.

### **I am a MedCo who would like to improve my negotiation skills during this mission, since it is a new responsibility for me. Can I ask to work with a Mentor who has a HoM profile and experience in negotiation?**

In short: Yes!

When you decide you want to have a Mentor we will ask you to complete a short self-appraisal with the 8 main competencies of your position. After the Mentoring team receives it, we will get in touch with you to make sure we really understand your wishes. During this contact (which we call the "Induction Call") we will tell you more about what to expect from working with a Mentor and help you describe your "ideal" mentor's profile.

We will then review our pool of Mentors to identify which profiles and personalities are available to best suit your needs.

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