



GUIDE FOR MENTORS OF YOUNG MIGRANTS

*A guide for mentors
engaged in the professional
inclusion of young Third
Country Nationals in
Europe*

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young Third Country Nationals in Europe*

This publication is a key output of

From Expats to Experts (FETE) Project

**A United Civil Society through Inclusion and Empowerment of Young
Immigrants**

Project Number: KA200-2014-010



Funded by the
Erasmus+ Programme
of the European Union

This report was prepared by **The People for Change Foundation (Malta)** with input and national briefs from Crossing Borders (Denmark), Centro Studi ed Iniziative Europeo (Italy) and CNAM - Pays de la Loire (France).

About the FETE (From Expats to Experts) Project

“From Expats to Experts: United Civil Society through Inclusion and Empowerment of Young Immigrants” (FETE) took place from September 2014 to August 2016 and targeted sixty 18-30 year-old young first generation migrants from non-EU countries living in the EU. The aim of the project was to provide each participant with the opportunity to gain and improve work experience and soft skills, take ownership and work on small scale projects beneficial for local communities in Malta, Italy, France and Denmark. In other words, it was working toward a social market inclusion strategy for all.

In addition, the project focused on capacity building of NGOs, social enterprises and public institutions in order to create space for dialogue about positive impacts of international immigration in civil society.

In this respect, several concrete outputs were expected from the FETE project. One of them was the dissemination of the present guide dedicated to mentors who work with first generation immigrant youth. The guide describes the methodology implemented all along the project by the involved partners.

The project was funded by the Erasmus+ Programme of the European Commission (Key Action 2: Strategic Partnerships). The lead partner was Crossing Borders, Denmark.



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of the European Union

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Introduction – About this Guide

The present guide was created following three main phases in the FETE project. The pilot phase was implemented in Malta between December 2014 and June 2015. PFC (Malta) organized work experiences for young third country nationals (TCNs) to support their inclusion in the labour market (hereinafter the internship programme). This was complemented by 7 days of courses at the national level. At the end of this phase, PFC output a methodology guide dedicated to the other FETE partners. This enabled to start the second phase of the FETE project from October 2015 to June 2016 during which CB (Denmark), Cnam (France) and Cesie (Italy) implemented the process developed in Malta. This new phase brought additional experiences and issues which were added to the guide thus providing a new European version. However, partners decided to address the guide to a wider audience of mentors working with first generation immigrant youth (third phase). In this respect, “mentors” are either professionals working in organisations dedicated (at least in part) to professional integration or voluntaries like for instance the “ambassadors of diversity” trained during the FETE project.

Therefore this new guide provides a set of tools that aims at enhancing the cooperation between a mentor, a youth worker and a company with the ultimate goal of youth empowerment. More specifically, it offers guidance throughout the entirety of the FETE style internship process from recruitment of the intern to the running of the training programme. It can be tailored towards specific initiatives at the national, regional or local level of its users.

The guide is organized as follows: part 2 helps mentors to prepare parts 3 and 4. Part 3 provides guidance on running the internship programme and part 5 focuses on delivering a training programme. Part 5 addresses the issue of certificates and evidence of participation. Part 6 then focuses on monitoring the process throughout implementation and evaluating it at the end. Part 7 highlights a number of potential challenges and provides suggestions on addressing them. The annexes to this guide will also support the mentor in the implementation of his/her responsibilities by providing template agreements and resources as well as further tips on specific issues that would be helpful and which could be turned into handouts for participants if necessary.

Preparatory Phase

As a first step of preparation it is essential to review the national law regarding internships in your country. Specifically, familiarise yourself with the legal rights of various migrant groups, and whether this impacts their right to participate in the internship programme, and whether any specific forms need to be filled out.

Secondly, prepare publicity material to promote the programme and identify possible places where to advertise, and partners that will help you raise awareness of the programme.

TIP: Social Media (especially Facebook groups used by the local migrant community, Facebook, LinkedIn, Twitter, Viadeo), Hot Spots popular among migrants (places, cafes, squares, bus stops, sport clubs and venues), University and student organisations, individuals and organisations involved with the migrant community proved to be useful channels to promote the internship programme among migrants.

Moreover, ensure that you are clear about what the programme is and is not able to provide. For instance, ensure that it is clear whether the internship programme is paid or unpaid and whether costs incurred will or will not be reimbursed. National law might make specific provisions in this regard.

TIP: Explain the concept of an internship and its benefits to those who might be interested in the programme but see it as more important to take on paid, hand-on work.

As a next step, draft the project participation agreement that will be signed by applicants who are selected. If the internship agreement is not already drafted by the mentor's organisation or any other stakeholder (e.g. a school), prepare a template that will be signed by the implied stakeholders intern, host company, school, mentor, etc.

The Application Process

From the beginning, ensure that the application process is clear, well defined and an easy to follow application structure. It is important to provide the applicants with a clear time-frame from application to decision and keep the applicants constantly updated about the progress on their application.

TIP: Consider meeting interested participants in a place adapted to the situation – sometimes a neutral place may foster the exchange between the mentor and the participant.

Running the Internship Programme

Conduct a training needs assessment of selected applicants

At the first meeting, ensure that you ask about what the applicant wants from the programme, what training they want, how important that training is to them and how it would help them / their inclusion prospects. Complementary to this, engage in a frank and open discussion with the applicants about training needs, what training would be helpful to their labour market inclusion, how it fits with the forecasted internship, etc.

A training needs assessment should include a SWOT analysis that is completed between the intern and the mentor. During this analysis, the intern can talk about their own strengths and weaknesses, as well as the opportunities and threats they are experiencing in the process of entering the labour market.

TIP: This programme is designed to empower and include the interns rather than to magnify the differences between nationals and migrants. However if the applicant expresses doubts or evokes negative experiences, the mentor must help him/her to identify and objectify his/her differences to avoid going into negative stereotypes and be able to focus on the great opportunity offered through the programme.

Discuss the possible internships with the applicant

The following questions are suggested to guide you in discussing the applications' hopes and expectations from the internship, which shall also match their skills and experience:

- What type of experience do they want?
- What skills do they bring to the position?
- What type of industry do they wish to intern in?
- Which tasks would they be interested in pursuing?
- How would the internship contribute to their professional goals?

During the discussion, it is vital to remain clear and honest about what tasks the applicant is likely to be assigned, based on his/her expectations and your knowledge of the companies. Lastly, review whether the applicant is clear on their expectations, their role and any payments and costs –including personal and logistical considerations.

TIP: Clearly present yourself as a mentor who has a professional or inter-personal interest in the well-being of all participants and their needs prior, during and after the training programme. You are there to support them in their recruitment process and they do not need to impress you but their future company.

Be clear on expectations

Besides the internship itself, also refer to the parameters in which the internship takes place. In doing so, explain both the expectations with regards to the internship and

concerning any training aspect of the programme (if applicable) and any other expectations from participants.

TIP: Share the timetable of the training session relatively early on and avoid holding the session on consecutive weekends. When participants work during the week, the attendance might otherwise decrease with time.

Share a List of Internship Profiles

During the discussion with the intern, it would help to have a series of internship profiles that you can share with the intern and based on which they can express interest in a specific internship. The internship profile should include:

- Company profile (industry, size, location, history)
- Working hours
- Type of work the intern is likely to undertake
- Skills and competences that the intern is likely to learn

A model internship profile is provided in Annex 1 to this guide. The exact format of the profile will vary depending on the nature of the programme.

While trying to match the applicants with companies fitting their interests and skills, be clear that you will not be making the final decision and that the decision on the internship will be made by someone associated with the company.

If none of the available profiles is suitable, explain the process of finding alternatives. Ask the intern to also make suggestions. Make no promises. Do not guarantee that they will match to their preferred internship profile. It is important that the intern is flexible in finding alternatives should it prove difficult to find a suitable profile.

Keep the applicants updated on the process of finding internships during the entirety of the matching process. However, the mentor must encourage them to be independent and proactive in their research and give them tools in this direction (tracking table, tools and research methodology).

The process of sharing internship opportunities as well as who makes the first approach to the prospective host company may vary depending on the national realities and customs, as well as the time that the organization might have to dedicate to this initiative.

TIP: Compile a list of companies by using your professional and personal network of contacts first before researching elsewhere, i.e. on the Internet. Alternatively, letting the intern also suggest potential companies may enhance their involvement and motivation in the programme as a whole.

Sign the agreement

When the agreement between mentor's organization and participant is being signed, it is your responsibility that the various aspects of the agreement are explained and understood by all parties. Allow the applicant time to read the agreement and make a decision on whether to sign it. A model agreement is provided in Annex 2

After the Match

Organizational matters before signing

It is advised to organize a tri-party meeting between all the relevant stakeholders you (as mentor), the host company or organization, the school, the intern, etc.

Remain very clear to all parties as to what the expectations are, and that no one is pressured into accepting the position. This means allowing the intern and the company representative to speak while you are advised not to speak on anyone's behalf. That being said, it is important that all relevant issues are discussed including: tasks, number of hours, start date, company's custom (codes). If these issues are not raised by the intern or the company representative, do encourage them to discuss them.

When the company and intern agree to the internship

The following checklist will provide the most important issues to be considered when the participant is signing the agreement (see annex 3) with the hosting organization:

- Ensure that everyone is clear on all relevant issues including:
 - The company's codes of conduct and custom, any key policies relevant to employees, etc
 - Start date and end date (including any flexibility on these)
 - Number of hours per week
 - Tasks to be assigned
- Ensure that the intern clearly knows:
 - Who his/her supervisor is and his/her contact details
 - Who he should report any problems to within the host company (human resources department for instance)
 - Who the mentor is and his/her contact details
- Ensure that the company has:
 - The intern's update Curriculum Vitae
 - The contact details of the intern
 - The contact details of the mentor
- Ensure that the mentor:
 - Has the intern's and supervisor's contact details
 - Keeps in touch with both the intern and supervisor
- If the intern is required to sign additional documents (such as the company's internship agreement, or a confidentiality document) make sure that he/she understands what he is signing and why he/she is being required to sign it.

Each of these items should be discussed with the company and the intern both separately as well as together in order to ensure that there is an understanding of the meaning of each relevant regulation, as well as whether there are any exceptions and concessions. This process is also a multi-cultural negotiation at the intersection between national/linguistic cultures as well as corporate culture, so that it is vital that all parties are satisfied with both the process as well as the expected outcome of the internship.

Delivering the training programme

The content of the training should be based on the expectations and needs of participants and companies, and should reflect the labour market realities of the country (i.e. they should reflect the skills and competences needed to succeed within the specific labour market). The development of the plan should be informed by the research conducted ahead of embarking on the project, as well as the discussions with the interns.

It is suggested to design the timing of the programme in a way that is suitable to ensure maximum participation. Expecting people to take an entire week off might not be realistic, whilst organizing it on weekends might cause difficulties for some speakers.

In addition to this, you may want to consider having a diversity of speakers and trainers, who will address the needs of low skilled and high skilled participants alike. This will depend also on the cohort of participants you are working with. Having a range of speakers from a variety of entities will also make the training more interesting for the participants, by inputting a variety of perspectives and a range of experiences.

Some possible topics to cover during the training include:

- Labour market inclusion
- Career Orientation
- Career Entry Practical Skills
 - Where to look for jobs
 - Job Applications
 - Preparing a CV (see Annex 6)
 - Writing a cover letter (see Annex 7)
 - Job Interview Skills (see Annex 8)
 - How to negotiate payment
- Soft Skills:
 - Communication
 - Providing feedback
 - Conflict management
 - Intercultural dialogue
 - Leadership
 - Project management
- Professional Skills
 - IT Skills
 - Media Skills

TIP: Involving participants throughout the decision process will make a significant contribution to knowledge, understanding and sharing of practices.

Certificates and evidence of participation

It is important that you provide the participants with evidence of their internships and training as well as explaining how these can be used in the future. This will include:

- Letter confirming participation
- Certificate of Participation (Annex 5)
- Certificate of Training (Annex 6)
- Recommendation letter from the company representative (or encourage the intern to ask the hosting company for this)
- A questionnaire to be filled in by both the intern and the company tutor and which enable to evaluate the success of the programme (Annex 4)
- A self-assessment of the key competences acquired with a support from one of the stakeholder (mentor, company tutor, teacher,...). The Youthpass EU website may help with this issue:
<https://www.youthpass.eu/da/youthpass/for/youth-initiatives/learn/information/>

When the participants come to pick up the certificates, it is helpful to take some time to discuss the programme and how it can be improved.

Long-term impact and evaluation

The long term aim of this programme is not only to improve the employment prospects of the particular interns who will be involved, but also to enhance the diversity profile of the companies in which they will be working, to create a more conducive environment for workplace diversity.

Benefits of Workplace Diversity

An organization's success and competitiveness depends upon its ability to embrace diversity and realize the benefits. When organizations actively assess their handling of workplace diversity issues, develop and implement diversity plans, multiple benefits are reported such as:

Increased adaptability

Organizations employing a diverse workforce can supply a greater variety of solutions to problems in service, sourcing, and allocation of resources. Employees from diverse backgrounds bring individual talents and experiences in suggesting ideas that are flexible in adapting to fluctuating markets and customer demands.

Broader service range

A diverse collection of skills and experiences (e.g. languages, cultural understanding) allows a company to provide service to customers on a global basis.

Variety of viewpoints

A diverse workforce that feels comfortable communicating varying points of view provides a larger pool of ideas and experiences. The organization can draw from that pool to meet business strategy needs and the needs of customers more effectively.

More effective execution

Companies that encourage diversity in the workplace inspire all of their employees to perform to their highest ability. Company-wide strategies can then be executed; resulting in higher productivity, profit, and return on investment.

Source: Diversity in the Workplace: Benefits, Challenges and Solutions by Josh Greenberg. Available online at: www.multiculturaladvantage.com/recruit/diversity/diversity-in-the-workplace-benefits-challenges-solutions.asp

Throughout the internship programme a mentor should oversee the internship to ensure that all is going well. This will include regular follow up by email or phone with both the company representative and the intern to discuss any issues that might have arisen, and to intervene if necessary. The interactive workshops, if available, will also provide a good opportunity to chat with the intern in person if required. The mentor will be the key point of contact between the 'intern' and the organization.

The host company will have an internship supervisor also who will be responsible for day-to-day supervision of the intern. He/she will also be a key contact for the mentor in his/her follow up. Throughout the process ensure that everyone remains clear on expectations.

At the end of the internship, consider evaluating the programme by speaking to the interns and host companies and discussing with them the key strengths and weaknesses of the individual experience and the programme more broadly. This evaluation should be formalized in writing (traceability) and/or be completed by filling in a questionnaire (cf. Annex 5).

Possible challenges and suggested solutions

Challenges in both running this program as well as in workplace diversity have been well documented in the employment sector. We have selected some key challenges which may arise, and in addition have provided some challenges of diversity in the workplace at the end of this section.

Practical Challenges

Challenge: Company drops out on short notice

Solution: Contact more than one company that matches the participants' skills and interests and keep their contact details on file. This allows you to find a potential replacement as soon as possible.

Challenge: Participants cannot be reached/ differences in accessibility

Solution: Ask the participants to state an alternative person to contact might mitigate the risk of this problem significantly. Since not all of the potential participants might have regular internet access, make sure that you will note,

both, email and phone number under which they can be reached. Check matters of availability with them beforehand. This will give you a good overview over for whom email communication alone is sufficient and for whom notification by phone is necessary. Since this is also related to cultural differences in phone use, it is important to handle matters of accessibility with care. When it happens, we suggest to first call the participant immediately and if this proves to be unsuccessful to call the alternative contact person.

Challenge: Child Care and Related Costs

Solution: Some employers might be able to extend their own childcare benefits and arrangements to interns working within their company. Moreover, State or voluntary services sometimes offer childcare for individuals seeking to enter the labour market. As a mentor, check what arrangements might be available and inform possible participants of their choices.

Challenge: Participants do not show up to the internship

Solution: Ask the participants to state an alternative person to contact might mitigate the risk of this problem significantly. If feasible, have an alternative candidate for each company as well as an alternative company for each candidate. Clear explanation of rights and obligations, how to prevent the situation from happening, how to deal with it when it does happen as well as open dialogue across the parties will also help address this issue.

Challenge: Participants feel mistreated

Solution: Ensure to have both, the company's and supervisors' contact details. When introducing the project to the company, emphasis the importance of equality and non-discrimination when aiming at social market inclusion for all. Before the beginning of the internship, remind the intern that as soon as he/she feels mistreated to notify the mentor. If a participant is mistreated, make sure to dedicate appropriate time to his concerns and experience. Try and find him/ her an alternative placement as soon as possible after evaluating the seriousness of the claim.

Challenge: Participants may lose initial interest in the project

Solution: Ensure regular contact via email and phone if necessary. This especially goes for before, during and after the match but also during the training programme. When necessary, the initial objectives/activities may be adapted/updated to revive interest. Having a programme that is based around the expectations of the participants will also help ensure their continued interest in the project.

Challenge: Participants expect to get paid for the work they are doing

Solution: Always specify, more than once, if the internship is unpaid. Illustrate the value and concept of the internship as well as the benefit for them to complete the internship in the context of this training programme.

Challenge: Participants do not show up to the training

Solution: Call the participants, especially those with irregular internet access, a day before every training/ appointment is meant to take place and ask whether they are still available. Keep the responsible supervisor of the company updated at all times and ensure them that you are doing your best to solve this issue and potentially find a replacement. It should be clearly outlined in all documentation that all training sessions are free of charge for participants, and that they are part of a more holistic programme.

Challenge: Training only fits to low-skilled participants; or high-skilled participants

Solution: Design the training in such a way that it will be beneficial for both high-skilled and low-skilled participants. This will require planning and coordination with the various speakers in order to address the various needs of the participants. This might also mean that some participants will be interested in some sessions, whilst others will be interested in other sessions. Do not be worried about this; however, do make sure that as far as possible most of the trainings address most of the participants' needs.

Challenge: Employers/colleagues are unsure how to handle TCNs in their company

Solution: Some employers (particularly in the case of small businesses) will not be acquainted with either the cultural differences that come with having a diverse workforce, or indeed managing an international team. This comes with a number of challenges, including for instance making allowances for particular foods or prayer times that some interns may have. These issues need to be handled with openness. Sit down with the intern and employer to discuss any issues that arise, to make sure that both the intern's and the employer's experience is a positive one. Related to this, language barriers might also be an issue. Ensure that interns are placed in companies where someone (ideally their direct supervisor) is able to communicate in a language that the intern understands well. This will improve communication. If at all possible and necessary, interpretation services (including informal interpretation) can be organized for the training sessions.

Challenge: Diversity in the workplace

Solution: Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges are:

- Communication. Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale.
- Resistance to change. There are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The “we’ve always done it this way” mentality silences new ideas and inhibits progress.

– Implementation of diversity in the workplace policies. This can be the overriding challenge to all diversity advocates. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.

– Successful Management of Diversity in the Workplace. Diversity training alone is not sufficient for your organization's diversity management plan. A strategy must be created and implemented to create a culture of diversity that permeates every department and function of the organization.

Recommended steps that have been proven successful in world-class organizations are:

– Assessment of diversity in the workplace. Top companies make assessing and evaluating their diversity process an integral part of their management system. A customizable employee satisfaction survey can accomplish this assessment for your company efficiently and conveniently. It can help your management team determine which challenges and obstacles to diversity are present in your workplace and which policies need to be added or eliminated. Reassessment can then determine the success of your diversity in the workplace plan implementation.

– Development of diversity in the workplace plan. Choosing a survey provider that provides comprehensive reporting is a key decision. That report will be the beginning structure of your diversity in the workplace plan. The plan must be comprehensive, attainable and measurable. An organization must decide what changes need to be made and a timeline for that change to be attained.

– Implementation of diversity in the workplace plan. The personal commitment of executive and managerial teams is a must. Leaders and managers within organizations must incorporate diversity policies into every aspect of the organization's function and purpose. Attitudes toward diversity originate at the top and filter downward. Management cooperation and participation is required to create a culture conducive to the success of your organization's plan.

Source: Diversity in the Workplace: Benefits, Challenges and Solutions by Josh Greenberg. Available online at www.multiculturaladvantage.com/recruit/diversity/diversity-in-the-workplace-benefits-challenges-solutions.asp

Annexes

Annex 1: Model Internship Profile

The following sections are suggested to be included in the internship profiles:

Short Company Profile

Provide for short company profile introducing your founding year, location, objectives and mission briefly.

Working Hours

State the working hours, including lunch break.

Skills and Competences to be learnt

Give a preview of the skills and competences that can be acquired from interning at your company. This includes an illustration of the type of guidance you will offer the intern, how often and in what capacity the intern will be reviewed, among others.

Internship descriptions and related tasks

Name and describe the internship position you are hoping to fill and list a set of specific tasks which the internship will involve.

Description of the selection process

Mention the deadline or whether you are reviewing applications on a rolling basis. Briefly go through the selection process in bullet points.

Requirements

List the ideal requirements you are looking for in an intern. These can include language skills, technical skills, (academic) qualifications, expertise or affiliation to a specific discipline, inter-personal skills, attitude.

Annex 2: Project participation agreement

The following provides for an example of the FETE project participation agreement between the mentor's organization and the participants/ interns:

From Expats to Experts: United Civil Society through Inclusion and Empowerment of Young Immigrants

Project participation agreement

The Participant

Last name (s)	First name (s)
Date of birth	Nationality
Sex [M/F]	Address in
Phone	
ID Number (if applicable)	E-mail

The Mentoring Organisation

Address	Phone
Representative	E-mail
Mentor name	Mentor's Phone

As part of the implementation of the EU-funded project "From the Expats to Experts" (FETE) which is being implemented in _____ (country) by _____ (the Mentor's organisation), the participant acknowledges and agrees as follows:

- _____ (the Mentor's organisation) will endeavour to find the participant a three-month internship opportunity in an area of their interest, for between 6 to 28 weekly hours and in an organisation/company within the national labour market (*the hosting company* hereinafter).
- The internship is unremunerated and will be undertaken on a voluntary basis. No payment shall be sought from _____ (the Mentor's organisation) or the host company.

- _____ (the Mentor's organization) will do its utmost to ensure that the hosting organisation will provide a safe working environment for the participant, in conformity with local health and safety legislation. Should any concerns arise about the internship including but not limited to health and safety, harassment or any other form of illegal behaviour, the intern shall inform his mentor and _____ (the Mentor's organisation) in writing without delay. _____ (the Mentor's organisation) will follow up on such claims including trying to find alternative placements if required.
- The participant undertakes to attend regularly to the host company as agreed, and to do so on time, and to follow any rules or regulations. Any illegalities will result in the immediate termination of the internship and reporting as required by law.
- The participant will be supported throughout the internship with a mentor, provided by _____ (the Mentor's organisation) who will provide regular guidance, remain in constant contact and assist the participant with anything that may arise as a result of the internship.
- The participant will undertake a 7-day training programme which will be provided by _____ (the Mentor's organisation), in order to improve future employment opportunities that will take place over three weekends. This training shall be mandatory in order to participate in the FETE project, including the internship opportunity, without any possibility of exemption except in unforeseen and extraneous circumstances.
- On completion of the internship and the training the participant will be awarded a certificate of participation.
- An internship with a host company does not create an entitlement to employment by the company or by _____ (the Mentor's organisation).
- The participant will have the opportunity to take part (if selected, able to, and under the conditions to be established by _____ (the Mentor's organisation)) in an intercultural exchange in _____ (country in which the internship is taking place) and _____ (country that is project partner and has the lead in the project) during 2015 and 2016. The aim of the exchange is to give the opportunity to the

participants to become “ambassadors” that further spread the ideas developed in the FETE projects within their communities.

- The participant will be asked to provide feedback on the internship to _____ (the Mentor’s organisation) in order to allow the FETE Programme to be improved in future. He/she may also be asked to, on a voluntary basis and only should he/she so wishes, to contribute to the publicity of the programme or the organization (such as for instance by providing quotes for use on flyers and materials).

- ✓ Date
- ✓ Signature of the participant
- ✓ Signature of a representative of the Mentor’s organisation

Annex 3: Internship agreement

The following provides for an example for an internship agreement between the company and the participant/ intern (FETE project):

Internship Agreement

1. THE PARTIES

- This is an internship agreement made between _____ (the hosting organisation) represented by _____ (Director) and _____ (hereinafter, the intern or you).

2. LOCATION

- The intern will be working from _____ (the hosting organisation's office) located in _____ (city)/ _____ (country).

3. ROLE DETAILS AND HOURS OF WORK

- The intern on his/her part undertakes to contribute _____ **hours of work per week** for a period of _____ **months**.
- **The intern's title is that of _____ (title of internship position).**
- The specific duties and responsibilities are: _____. However you may be asked punctually to take on tasks that are not mentioned in this role description.
- The intern is required to comply with the instructions given by their supervisors.

4. SUPERVISION

- The internship supervisor under this contract is _____ (name of specific supervisor).
- _____ (hosting company) undertakes to provide **clear instructions** on the work to be carried out and to offer **on-going supervision** including weekly team meetings and regular performance reviews.
- The intern may ask for a **mid-term review** in order to address the on-going assessment. Interns should **set a time to speak** to the internship supervisor on a regular basis.

5. COMMENCEMENTS AND CONTINUITY OF THE INTERNSHIP

- The internship commences on _____ (date/month/year). The internship with _____ (hosting organisation) will end on _____ (date/month/year).
- The agreement will **end of the date specified** unless a written agreement to renew or extend the agreement is made.

6. SALARY AND BENEFITS

- This internship is **unremunerated** and is undertaken on a voluntary basis. _____ (hosting organisation) is not able to provide support for the acquisition of visas or other residency paperwork.
- _____ (hosting organisation) is unable to provide participants in the Internship Programme with **remuneration**, nor is it possible to provide any **reimbursement** for any expenses incurred during the internship except for such expenses that are explicitly approved in advance and in writing by the internship supervisor.
- This internship **does not lead to formal or paid employment** with _____ (hosting organisation) or any of its partners following completion of the internship.

7. REPRESENTATION

- Interns may not represent _____ (hosting organisation) at external events except in cases where they are, in writing, asked to do so by their supervisor or Directors. Any such representation will be valid only for the particular event or occasion as stated in the request for representation.

8. CODE OF CONDUCT/ CONFIDENTIALITY

- The intern **must comply** with the rules governing the internship programme and any other rules relevant to staff members of _____ (hosting organisation).
- Interns are bound by the same duties and obligations as staff members.
- Internal and organizational information to which an intern has access in the course of the internship **must not be divulged**. The intern is bound by a duty of confidentiality.
- Interns **must not publish** any written work which contains information obtained during the internship, without prior explicit written authorisation from _____ (hosting organisation).
- Interns must not, either alone or with others, publish or cause to be published **any matters dealing with the work of _____ (hosting organisation) or its partners** without the express written permission of the Directors.
- If the conduct of the intern does not prove satisfactory, including **reluctance** or **inability** to follow organizational rules or instructions set, the Directors may at any moment decide to terminate the internship.
- **Plagiarism and self-plagiarism are not tolerated** under any circumstances and may lead to immediate termination of the internship.

9. PUBLIC HOLIDAYS/ ANNUAL LEAVE

- The intern is entitled to **all official national Public Holidays** as leave. If operational needs require the intern to work on a Public Holiday, the intern is entitled to take a day off in lieu within two weeks of the date of the Public Holiday.


- The intern is entitled to **pro-rata rata leave**, based on the time of the internship. Annual Leave is __ days.
- For any leave of _ days or less interns are required **to make application request in writing** (via email) for days off, at least ____ working days before the requested date. For leave of _ days or over, _____ notice is required, except in exceptional circumstances.

10. COMPASSIONATE LEAVE

- Interns must provide **written notice to their supervisor** should illness or other unforeseen circumstances prevent or significantly hinder the completion of tasks set, their attendance or the overall completion of the internship.

- ✓ Date
- ✓ Signature of the participant
- ✓ Signature of a representative of the hosting organisation

Annex 4: Evaluation Form Model

	<p style="text-align: center;">The People for Change Foundation <i>FETE Evaluation Form</i></p> <p style="text-align: center;"><i>2 Pearl Court, Sir H. Scicluna Street, Naxxar NXR4220 Malta</i> www.pfcmalta.org - team@pfcmalta.org – fete@pfcmalta.org</p>
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Name of Participant: _____

Organization of Internship: _____

Please tick () the appropriate box:

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
The FETE project helped me to get an internship in a field of my choice					
The internship I undertook with FETE was beneficial for my career					
I learnt a lot during my internship					
The FETE training provided helped me with my internship					
The FETE training is useful for my stay in Malta					

Meeting and exchanging views with other FETE participants was very beneficial towards my career and social development in Malta					
The mentor I had supported me during my internship					
I would recommend the FETE project to another participant					

Please answer the following questions in your own words. The sections have been divided into three by focusing on either **the internship** you have completed, the **7-day training** programme or the **mentorship** programme.

Internship

1) Why did you choose to take part in the FETE project?

.....

.....

.....

2) Do you think you would have been able to find an internship without the FETE project? Why or why not?

.....

.....

.....

3) How was the work-relationship with your colleagues and manager(s)?

.....

.....

4) Was the receiving organization adequate in supervising you as an intern?
Why or why not?

.....

.....

.....

5) Was there anything you would change about the internship?

.....

.....

.....

Training

How many FETE training sessions did you participate in?

☐ All

- o Half
- o More than half
- o Less than half
- o Only the first

If you did not participate in a training, please inform us on the reason;

- o I did not have time to participate.
- o I did not find the topic relevant for me.
- o I did not find the topic interesting.

Other:

.....

.....

.....

1) How do you think we could increase the amount of participants in the training?

.....

.....

.....

2) Do you feel the 7-day training programme developed was beneficial to the work you carried out during the internship? Why or why not?

.....

.....

.....

3) Do you feel the training will help you to adapt in a new country such as Malta? Please explain.

.....

.....

.....

4) What is the most important new skill that you have gained during the FETE training?

.....

.....

.....

5) What is your opinion on the FETE training schedule?

.....

.....

.....

6) Do you have advice or suggestions for future FETE training sessions?

.....

.....

.....

Please Rate from 1-5

1 = Very Good

5 = Very Bad

Training	Rating (1-5)
----------	-----------------

Interactive Motivational Training	
Maltese language and culture	
IT Skills	
Discrimination and Equality	
Cultural Mediation	
Employment and Integration	

Mentor

- 1) Do you think the staff from the People for Change Foundation helped you during any difficulties you might have had in your internship?
Why or why not?

.....

.....

.....

- 2) Did you need more support throughout the internship? If yes, what type of support did you need?

.....

.....

Annex 5: Model Certificates of Participation

Internship Programme

INTERNSHIP CERTIFICATE

This is to certify that _____

Successfully participated in
FETE: From Expats to Experts: United Civil Society through Inclusion and
Empowerment of Young Immigrants in Malta in 2015, completing an
internship with _____.

  Erasmus+

Christine M. Cassar
Director
The People for Change Foundation



Annex 6: Writing a Curriculum Vitae

What is a CV?

Curriculum Vitae is an outline of a person's educational and professional history, usually prepared for job applications. Another name for a CV is a *résumé*.

A CV is the most flexible and convenient way to make applications. It conveys your personal details in the way that presents you in the best possible light. A CV is a marketing document in which you are marketing something: yourself! You need to "sell" your skills, abilities, qualifications and experience to employers. It can be used to make multiple applications to employers in a specific career area.

What to include?

Personal details

Normally these would be your name, address, date of birth, telephone number and email. In European countries such as France, Belgium and Germany it's common for CVs to include a passport-sized photograph in the top right-hand corner whereas in the UK and the USA photographs are frowned upon as this may contravene equal opportunity legislation - a photograph makes it easier to reject a candidate on grounds of ethnicity, sex or age. If you do include a photograph it should be a head and shoulders shot.

Education and qualifications

List your A levels and GCSEs or equivalents and your degree subject and university, if applicable. Mention grades unless poor.

Work experience

When describing your work experience use actions words, such as developed planned and organized. While working in a shop, bar and restaurant comes with useful skills, such as quality customer service or team work, do not mention the routine tasks, such as cleaning the tables. Try to associate your previous work experience with skills, such as numeracy, negotiating skills or problem-solving skills.

Interests and achievements

Keep this section short and to the point. As you grow older, your employment record will take precedence and interests will typically diminish greatly in length and importance. Don't put many passive, solitary hobbies (reading, watching TV, stamp collecting) or you may be perceived as lacking people skills. Show a range of interests to avoid coming across as narrow: if everything centres around sport they may wonder if you could hold a conversation with a client who wasn't interested in sport. Any interests relevant to the job are worth mentioning: current affairs if you wish to be a journalist. Any evidence of leadership is important to mention: captain or coach of a sports team, course representative, chair of a student society, scout leader.

Skills

Skills worth mentioning are languages, computing, international experience and driving.

References

Many employers don't check references at the application stage so unless the vacancy specifically requests referees it's fine to state at the end of the CV "References are available on request."

You may wish to use the Europass CV template to present your skills and qualifications effectively and clearly. You can create your CV online using tutorials or download the template, examples and instructions via this [link](#).

Annex 7: Writing a Cover Letter

Format

Include the company's name and full address, your full name and full address, a reference (which is Cover Letter or Re: Internship position you are applying for), date and place of letter. Start the letter with "Dear Sir or Madam" or ideally with someone's specific name.

Do your research first

Before you start writing, find out more about the company and the specific job you want. Look at the company's website, its executives' Twitter feeds, and employee profiles on LinkedIn. Do some research beyond reading the job description, find out what challenges the company is facing and how your role would help address those. Knowing the company better also helps you decide on the right tone to use in your cover letter.

Open strong

Have a strong opening statement that makes clear why you want the job and why you're right for it. If you have a personal connection with the company or someone who works there, also mention it in the first sentence or two. Always address your letter to someone directly.

Emphasize your personal value

Share an accomplishment that shows you can address the challenges the employer faces. Drawing on the research you did earlier, show that you know what the company does and some of the challenges it faces. These don't need to be specific but you might mention a trend that's affected the industry.

Convey enthusiasm

Make it clear why you want the position. Stay professional and mature.

Keep it short

Keep your Cover Letter under a page. It should be brief enough that someone can read it at a glance. Yet, customize each one for the specific job

Annex 8: Interviews Tips

Prepare responses to frequently asked questions

Articulate ahead of time why the internship opportunity is important to you. Interviewers don't want to waste their time waiting for you to think up the perfect answer, and the first thing that comes to your mind may not be the best response. Instead, spend time before the interview considering the answers to some common questions. Here are some sample questions:

- Why do you want an internship with this company?
- What do you think makes you a good candidate?
- What do you think you will gain from an internship with this company?
- How does this internship relate to your career goals?

Research the company

There's nothing that impresses an interviewer more than someone who shows a real interest in the company and its goals. Doing your research proves that you're engaged with what the company has to offer and that you made an informed decision when you applied for the position.

Prepare questions of your own

Having thoughtful questions prepared for an employer will show that you're conscientious about making sure the internship meets your needs as well as the company's. In fact, employers expect questions: they are a sign of an employee with potential. Here are some sample questions:

- What's the company's philosophy behind hiring interns?
- How many interns is the company hiring?
- Who will be my boss? With whom will I be working?
- What do you like about your job?
- What is the office environment like?
- How do you think this internship will benefit me?

Sell yourself

The best way to talk about yourself is to be honest and sincere at all times. Interviewers will be suspicious if you have all the right answers to their questions, and they'd rather hire interns who are aware of their own faults than those who appear to be hiding something.

Discuss it now

If you have financial concerns, housing issues, or time constraints that could affect your employment, address them at the interview. Discussing these issues at the

interview will help the employer feel comfortable hiring you, since you were thoughtful enough to deal with these issues up front.

Thank the other

It doesn't have to be long, but promptly thank your interviewer for his or her time and consideration

Annex 9: Resources – Managing Diversity and Managing Internships

Diversity Management

The University of California: Chapter 12: Managing Diversity in the Workplace
<http://ucsfhr.ucsf.edu/index.php/pubs/hrguidearticle/chapter-12-managing-diversity-in-the-workplace>

Boundless: Managing Organizational Diversity
www.boundless.com/management/textbooks/boundless-management-textbook/diversity-in-a-global-business-world-15/creating-a-diverse-workforce-109/managing-organizational-diversity-500-10582/

Society for Human Resource Management: Top News on Diversity
www.boundless.com/management/textbooks/boundless-management-textbook/diversity-in-a-global-business-world-15/creating-a-diverse-workforce-109/managing-organizational-diversity-500-10582

Cornell University: What are the Key Factors in Managing Diversity and Inclusion Successfully in Large International Organizations?
<http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1044&context=student>

Internship Management

Inc: How to Manage Interns
www.inc.com/guides/2010/04/managing-interns.html

Look Sharp: Ten Tips to Effectively Manage Interns
www.looksharp.com/guides/ten-tips-to-effectively-manage-interns

Huffington Business: How to be an Awesome Intern Manager:
www.huffingtonpost.com/ashley-mosley/how-to-be-an-awesome-intern_b_3497408.html

Forbes: 6 Ways to be a Great Boss to your Intern
www.forbes.com/sites/dailymuse/2012/03/19/6-ways-to-be-a-great-boss-to-your-intern/