Table of Contents

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- Introduction to the Competency Checklist
- · How to Use the Competency Checklist
- How to Use the Competency Checklist
- Competency: "Emotional Support"
- "Emotional Support" Skills
- "Emotional Support" Knowledge
- "Emotional Support" Attitudes
- Competency: "Identify Mentee Talent"
- "Identify Mentee Talent" Skills
- "Identify Mentee Talent" Knowledge
- "Identify Mentee Talent" Attitudes
- Competency: "Measuring Mentee Performance & Impact"
- "Measuring Mentee Performance & Impact" Skills
- "Measuring Mentee Performance & Impact" Knowledge
- "Measuring Mentee Performance & Impact" Attitudes
- Competency: "Problem-Solving & Reflective Practice"
- "Problem-Solving & Reflective Practice" Skills
- "Problem-Solving & Reflective Practice" Knowledge
- "Problem-Solving & Reflective Practice" Attitudes
- Competency: "Supporting Mentee Work-Life Balance"
- "Supporting Mentee Work-Life Balance" Skills
- "Supporting Mentee Work-Life Balance" Knowledge
- "Supporting Mentee Work-Life Balance" Attitudes
- Development of Guidelines for Prison and Probation Services after the 2017 Council of Europe Conference

Introduction to the Competency Checklist

The Competency Checklist is designed to outline the essential skills and attributes required for graduate mentors and trainers working within correctional institutions. It also serves as a profile for mentors of graduates, summarizing the necessary qualifications and abilities to fulfill this demanding role. Based on the results of Activity 1 of the PRISGRADS Project, this checklist was refined during a comprehensive three-day workshop focusing on recruitment, identifying key competencies, and training mentors to quide (graduate) recruits into the correctional service.

Many of these skills are already present in the professional practices of correctional officers. However, the checklist places a special emphasis on how to effectively transfer these skills to mentees. This distinction is crucial, as it highlights the difference between an innate reaction and the competent and intentional passing on of knowledge, skills, and values in a structured and supportive manner.

Developed in alignment with the Nelson Mandela Rules and the Council of Europe Guidelines on the recruitment, selection, education, training, and professional development of prison and probation staff, this checklist reflects best practices in mentoring and professional development. It is informed by the expertise of over 70 professionals, including representatives from correctional institutions, trade unions, and training organizations across more than eight European countries.

The checklist provides a practical and sustainable resource, enabling current and future trainers to evaluate their existing competencies, identify areas for improvement, and access tips for free online courses and materials. It serves as a dynamic tool to support professional growth and foster excellence in graduate mentoring and training within the correctional field, ensuring high standards in mentoring new recruits and contributing to their successful integration into the correctional service.

This Competency Checklist is designed for accessibility and offers the flexibility to jump between modules and is also available as a downloadable PDF for in-person use. Additionally, we aim to provide access to other valuable resources specifically focused on mentoring and vocational education for staff in correctional institutions. Below are some helpful links:

- M4PRIS Project: https://m4pris-project.eu/ (https://m4pris-project.eu/) + its E-Learning Platform: https://empowering.talentlms.com/unit/view/id:5401 (https://empowering.talentlms.com/unit/view/id:5401)
- CCJ4C Project: https://correction-careers.com/ (https://correction-careers.com/)
- Book Seven Myths about Education: This book gives a new perspective on learning and challenges current teaching strategies. https://daisychristodoulou.com/book/seven-myths-about-education/ (https://daisychristodoulou.com/book/seven-myths-about-education/)

How to Use the Competency Checklist

How to Use the Competency Checklist

To make the most of the Competency Checklist, follow these simple steps:

- Step 1: Identify the competencies where you or your mentors need the most support.
- Step 2: Use the checklist to assess existing strengths and areas for development.
- Step 3: Access the recommended online resources and training materials to enhance relevant skills.
- Step 4: Apply what you have learned in your mentoring or training role and regularly reflect on your progress.
- Step 5: Use the checklist as an ongoing tool for self-assessment and professional growth.

Do you know of any additional resources that could complement this checklist? Contact us here:

☑ CONTACT US (MAILTO:PRISGRADS@RICHTUNGSWECHSEL.OR.ATECHSEL.OR.AT)

Competency: "Emotional Support"

Supporting a mentee's work-life balance requires mentors to possess practical skills that enable them to guide and assist mentees in navigating the unique challenges of their roles. These skills include active listening, communication, and problem-solving to identify specific stressors and develop tailored strategies. A mentor's ability to provide actionable advice, model effective work-life balance behaviors, and assist in creating boundaries is essential for fostering a healthier, more productive professional environment. These skills are critical because they ensure mentees feel heard and supported while empowering them to take actionable steps to maintain their well-being.

"Emotional Support" Skills

- Skill: Active Listening and Emotional Intelligence

Description:

The ability to listen attentively, understand mentee's personal and professional challenges and perspectives, and respond empathetically. This involves interpreting verbal and nonverbal cues, showing genuine interest, and fostering trust through understanding emotions.

How to Assess:

- Roleplay Exercise: Present a scenario where the candidate interacts with someone expressing concerns or emotions (e.g., a mentee discussing stress at work). Evaluate their ability to listen, ask clarifying questions, and respond empathetically.
- Behavioral Interview Questions: Ask about past experiences, such as "Can you describe a time when you had to navigate a difficult conversation and how you handled it?"
- Mentoring Session Review: Observe the mentor whilst offering constructive support during mentoring sessions.

Ask Yourself:

- Does the mentor actively listen to the mentee without interrupting?
- How often does the mentor validate the mentee's feelings or concerns?
- Can the mentor recall specific examples of a mentee's challenges?

- Materials

Reflective listening is a simple yet incredibly powerful technique that helps people feel understood and gain clarity about their own thoughts and emotions—an often underrated skill in communication:

VIDEO: Reflective Listening: How to Be a Good Listener (https://www.youtube.com/watch?v=eUtZk960Q_A)

VIDEO: How to actively listen to others I Scott Pierce I TEDxBirmingham (https://www.youtube.com/watch? v=Yq5pJ0q3xuc)

VIDEO: Prison Professor: Emotional Intelligence (https://prisonprofessors.com/psap-edovo/emotional-intelligence/)

- Skill: Building Trust

Description:

The ability to provide concise and actionable directions, ensuring clarity in conversations. Signposting involves breaking down complex ideas into understandable steps and guiding others toward resources or solutions.

How to Assess:

- Task Simulation: Provide a written or verbal exercise
 where the mentor must explain a process or guide
 someone through a hypothetical situation (e.g.,
 onboarding a new team member). The mentor knows
 and shares relevant resources for work-life balance
 and directs mentees to appropriate contacts.
- Observation of Teaching/Explaining: Give a workrelated topic or task and assess how effectively they explain it to a new recruit, ensuring the listener understands. Asking for a correct description by the new recruit afterwards.

Ask Yourself:

- Can the mentor name at least three resources or contacts as support avenues?
- How effectively does the mentor direct mentees to appropriate resources?
- Has the mentor demonstrated knowledge of both internal and external support options?

Materials

Building trust is essential for mentors guiding newly recruited prison officers. Two valuable resources offer insights into this tonic:

1. Prisons & Punishment Conference: Trust, Hope, and Risk: What Matters

This webinar features three presentations by researchers exploring the role of trust within prison environments. The discussions provide diverse perspectives on how trust impacts prison dynamics and the resocialisation process. Building trust is here contextualised between staff and those incarcerated but supports the idea of Trust amongst staff.https://www.youtube.com/watch?v=Z39Re-_pM9o (https://www.youtube.com/watch?v=Z39Re-_pM9o)

2. Building Trust in Coaching: A Personal Approach in Prison Settings

In this presentation, Ronald Sanford delves into the nuances of establishing trust within prison coaching relationships. He discusses challenges and effective techniques for building trust, offering practical insights for mentors working with newly recruited prison officers. https://www.youtube.com/watch?v=tDF-6zfzJsg (https://www.youtube.com/watch?v=tDF-6zfzJsg)

These resources provide comprehensive perspectives on the importance of trust in prison settings and offer practical strategies for mentors to effectively support new officers.

- Skill: Clear Communication and Guidance

Description:

The ability to provide concise and actionable directions, ensuring clarity in conversations. Signposting involves breaking down complex ideas into understandable steps and guiding others toward resources or solutions.

How to Assess:

- Task Simulation: Provide a written or verbal exercise where the mentor must explain a process or guide someone through a hypothetical situation (e.g., onboarding a new team member). The mentor knows and shares relevant resources for work-life balance and directs mentees to appropriate contacts.
- Observation of Teaching/Explaining: Give a workrelated topic or task and assess how effectively they explain it to a new recruit, ensuring the listener understands. Asking for a correct description by the new recruit afterwards.

Ask Yourself:

- Can the mentor name at least three resources or contacts as support avenues?
- How effectively does the mentor direct mentees to appropriate resources?
- Has the mentor demonstrated knowledge of both internal and external support options?

- Materials

Delivering clear and actionable instructions is essential for effective communication. This involves simplifying complex concepts into manageable steps and guiding individuals toward appropriate resources or solutions. In the following materials, you learn some communication best practices and dive into the TEDx Talk, "You are Contagious," where Vanessa Van Edwards emphasizes the profound impact of nonverbal communication on how others perceive us.

ARTICLE: "How to Improve Correctional Communications with T.A.P."

This article introduces the T.A.P. (Tone, Atmosphere, and Professionalism) method, a structured approach to improving communication with both incarcerated individuals and prison staff. It provides practical strategies for maintaining control, fostering respect, and ensuring messages are delivered effectively in correctional settings. A must-read for mentors looking to enhance their verbal and nonverbal communication skills.

Read here: https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/ (https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/)

VIDEO: "The Power of Listening" & VIDEO: "You are contagious" I Vanessa Van Edwards I TEDxLondon

Clear communication isn't just about speaking—it's also about listening. These videos explore the importance of active listening, highlighting how it builds trust, prevents misunderstandings, and fosters meaningful dialogue. For mentors guiding newly recruited prison officers, mastering this skill ensures effective support and guidance in high-pressure environments.

Watch here: https://www.youtube.com/watch? v=saXfavo10Qo (https://www.youtube.com/watch? v=saXfavo10Qo) & https://www.youtube.com/watch? v=cef35Fk7YD8 (https://www.youtube.com/watch? v=cef35Fk7YD8)

- Skill: Conflict Resolution

Description:

The ability to manage and resolve conflicts in a constructive manner, helping the mentee navigate workplace disputes and tensions. This involves identifying the root cause of conflicts, facilitating open communication, and guiding the mentee toward solutions that foster positive working relationships.

How to Assess:

- Conflict Role-Switching Exercise: Have the mentor play both sides of a workplace conflict scenario.
 Assess their ability to see multiple perspectives and propose fair resolutions.
- Live Mediation Test: Put the mentor in a real-time mediation scenario (e.g., a simulated disagreement between two mentees) and assess their ability to deescalate tension and guide them toward resolution.
- Silent Observer Challenge: Have the mentor observe a recorded or live interaction involving a disagreement and write down observations on the underlying issues, emotions involved, and potential resolutions. Compare their analysis with best practices.

Ask Yourself:

- Does the mentor help the mentee see different perspectives during conflicts?
- How well does the mentor manage their own and others' emotions in high-tension situations?
- Does the mentor guide the mentee toward long-term solutions instead of quick fixes?
- Skill: Demonstrating Healthy Professional Boundaries

Description:

The ability to model and advocate for a balanced approach to work, prioritizing mental well-being while maintaining productivity. This includes encouraging others to practice self-care and setting an example by avoiding burnout.

How to Assess:

- Hypothetical Scenarios: Pose questions like, "A mentee is working overtime frequently and seems exhausted. How would you address this situation?" Assess their awareness of work-life balance and their approach as well as assessing realistic boundaries and advice.
- Mentee Feedback: Ask mentees "Can you share an example of how your mentor maintained or encouraged work-life balance? What was his/her advice?"

- Materials

The following resources equip mentors with essential conflict resolution strategies, ensuring they can help new officers navigate challenges professionally and maintain a positive work environment

ARTICLE: "In Case of Conflict with Colleagues or Partners" (UNHCR)

This resource provides a practical approach to resolving workplace conflicts, focusing on self-awareness, communication strategies, and mediation techniques. It outlines steps to de-escalate tensions, understand different perspectives, and work towards constructive solutions—valuable skills for mentors supporting new prison officers in high-stress environments.

☐ Read here: https://emergency.unhcr.org/staffemergencies/health-and-wellbeing/case-conflict-colleagues-orpartners (https://emergency.unhcr.org/staff-emergencies/healthand-wellbeing/case-conflict-colleagues-or-partners)

VIDEO: "Changing the Prison Communication Model"

In this TEDx talk, Martin Heumann shares insights from over two decades of experience working with inmates in Minnesota's maximum-security prison. He discusses innovative approaches to communication that have proven effective in reaching violent offenders, emphasizing the importance of empathy and understanding in transforming inmate behavior. This video is valuable for mentors seeking to improve communication strategies within correctional facilities.

Watch here: https://www.youtube.com/watch? v=8Fo58AmSXgQ (https://www.youtube.com/watch? v=8Fo58AmSXgQ)

Materials

The following resources equip mentors with the skills needed to set and uphold clear, professional boundaries, fostering a safe and effective learning environment in the prison system.

LESSON PLAN: "Professional Boundaries and Communication" (PREA Resource Center)

This comprehensive lesson plan provides guidance on establishing and maintaining professional boundaries in correctional settings. It covers effective communication, ethical considerations, and strategies to prevent boundary violations, ensuring mentors can support newly recruited prison officers in developing appropriate relationships with colleagues and incarcerated individuals. The resource includes discussion prompts, real-life scenarios, and role-playing exercises to reinforce learning.

Access the Lesson Plan Here:

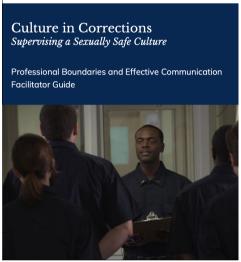
Ask Yourself:

- Does the mentor demonstrate realistic and healthy boundaries around work colleagues?
- How well does the mentor communicate their approach to balancing personal and professional responsibilities?
- How does the mentor model balance in the face of staffing challenges within the institution?

LESSON PLAN

(https://www.prearesourcecenter.org/sites/default/files/library/Prof





fullscreen view (https://www.richtungswechsel.or.at/wpcontent/uploads/Professional-Boundaries-and-Communication11.22.19-RP-Final-Format-8.3.22pm.pdf)

GUIDE: "Mentoring Relationship Boundaries" (NIH Office of Human Resources)

This resource explores how to navigate and define boundaries in professional mentoring relationships. It outlines common boundary challenges, red flags, and best practices to foster a healthy and ethical mentor-mentee dynamic. It provides practical tools, such as self-assessment questions and case studies, helping mentors ensure their support remains constructive, professional, and within appropriate limits.

Access the Guide Here:

https://hr.nih.gov/sites/default/files/public/documents/working-nih/mentoring/pdf/8-relationship-boundaries.pdf (https://hr.nih.gov/sites/default/files/public/documents/working-nih/mentoring/pdf/8-relationship-boundaries.pdf)

- Skill: Emotional Regulation and Resilience

Materials

Description:

The ability to maintain composure and a steady demeanor when discussing sensitive and challenging topics. This includes emotionally regulating mentees effectively. avoiding overreacting to challenges, and displaying emotional stability in difficult situations to support mentees accordingly and being a role-model.

How to Assess:

- Roleplay Exercise: Present a scenario where the candidate interacts with someone in emotional distress. Evaluate their ability to de-escalate and work on the mentee's emotional regulation.
- · Behavioral Interview Questions: Ask about past experiences, such as "Can you describe a time when you had to support someone through a difficult situation and how you handled it?"
- . Mentoring Session Review: Observe the mentor whilst offering constructive support during mentoring

Ask Yourself:

- · Does the mentor remain composed and professional during discussions, especially challenging ones?
- · How well does the mentor handle sensitive or emotional topics raised by mentees?
- · Are there examples of the mentor maintaining a calm demeanor in stressful situations - especially when being a role model to new recruits/mentees?

These resources provide a well-rounded foundation in emotional regulation and resilience, helping mentors equip newly recruited officers with the tools to manage stress, reframe challenges, and maintain psychological well-being in a demanding work environment.

ARTICLE: Emotional tools to build correctional officer resiliency (https://www.corrections1.com/american-militaryuniversity/articles/emotional-tools-to-build-correctional-officerresiliency-QcFx5f83E41tsRbp/)

This article explores practical emotional regulation techniques tailored for correctional officers. It discusses the psychological toll of working in corrections and offers strategies for stress management, emotional detachment, and mental resilience. The article provides actionable insights on how officers can develop emotional awareness, regulate their responses, and maintain their well-being in a high-stress environment.

Read the Full Article Here: https://www.corrections1.com/american-militaryuniversity/articles/emotional-tools-to-build-correctional-officerresiliency-QcFx5f83E41tsRbp/ (https://www.corrections1.com/american-military-

university/articles/emotional-tools-to-build-correctional-officerresiliency-QcFx5f83E41tsRbp/)

VIDEO: How to make stress your friend I Kelly McGonigal I TED (https://www.voutube.com/watch?v=RcGvVTAoXEU&t=1s)

n this engaging TED Talk, psychologist Kelly McGonigal challenges traditional views on stress, presenting research on how mindset shifts can transform stress from a harmful force into a tool for resilience. While not specific to justice professionals, the talk offers valuable insights on emotional regulation, reframing stress, and leveraging social connections for mental well-being-all crucial skills for mentors supporting prison officers.

Watch the TED Talk Here: https://www.voutube.com/watch? v=RcGyVTAoXEU&t=1s (https://www.youtube.com/watch? v=RcGyVTAoXEU&t=1s)

RESEARCH DIGEST: "Vicarious Traumatization in Correctional Work" (Singapore Prison Service, 2023)

This research digest provides an in-depth analysis of vicarious trauma and emotional strain faced by correctional staff. It examines the psychological impact of repeated exposure to distressing situations, explores early warning signs of burnout. and highlights evidence-based coping mechanisms. The resource is essential for mentors helping new prison officers build emotional resilience and avoid secondary trauma.

Read the Full Research Digest Here: LINK: https://www.sps.gov.sg/files/pcrd%20research%20materials (https://www.sps.gov.sq/files/pcrd%20research%20materials/2023 Skill: Self-awareness & Reflective Practice

Description:

The ability to recognize one's own strengths, biases, and areas for improvement, as well as fostering a growth mindset in both themselves and their mentee. This involves engaging in self-reflection, being open to feedback, and continuously improving one's mentoring approach.

How to Assess:

- . Mirror Journaling: Ask the mentor to keep a daily reflection journal on their interactions with mentees, including what went well, what could be improved, and how they felt during the sessions. Review patterns over time
- · Video Playback Assessment: Record a mentoring

RESEARCH DIGEST

March 2023 Issue

VICARIOUS TRAUMATISATION

By Verity Er & Yorklyn Yeo

WHAT IS IT?

A transformation in an individual's view of the world, resulting from an em engagement with others' traumatic experiences (e.g. witnessing others in violent incidents, interviewing trauma surviv

WHY IS IT RELEVANT TO YOU? -

Frontline correctional officers like prison officers, CRSes and psychological are at higher risk of vicarious traumatisation

After an inmate shared about the abuse he had experience







They are frequently exposed to traumatic experiences in their interaction inmates, especially inmates who are trauma survivors

HOW DOES IT IMPACT YOU?







Questioning the meaning of work/your own identity and values







Low morale/iob

Overwhelmed

dissatisfaction

fullscreen view (https://www.richtungswechsel.or.at/wpcontent/uploads/Research_Digest_Vicarious_Traumatisation_Mai By-Verity-Er-Yorklyn-Yeo.pdf)

Materials

These resources offer practical guidance on self-awareness and reflective practice, equipping mentors with tools to help new prison officers develop deeper self-insight, improve their emotional intelligence, and engage in meaningful self-reflection for professional growth.

■ PRESENTATION: "Becoming Self-Aware in the Workplace" (SlideShare)

This presentation provides a broad introduction to selfawareness and the importance of understanding one's own personality, motivations, and behavioral patterns. While not specific to correctional settings, it offers useful reflective exercises that mentors can apply to help new prison officers develop self-awareness, recognize biases, and improve emotional intelligence in a professional environment.

session and have the mentor watch it back with a coach or peer, identifying areas where they excelled and where they could improve. This must be agreed with the mentor and mentee prior to recording and have the sole purpose of effective reflective management

 360-Degree Feedback Challenge: Gather feedback from multiple sources (mentees, peers, and supervisors) about the mentor's self-awareness and adaptability, then assess how well the mentor incorporates feedback into their practice over time.

Ask Yourself:

- · Does the mentor proactively seek feedback on their mentoring style?
- · How does the mentor react when receiving constructive criticism?
- · Does the mentor model reflective practices and encourage the mentee to do the same?

Here: https://www.slideshare.net/slideshow/becomingselfaware-in-the-workplace/58729840 (https://www.slideshare.net/slideshow/becoming-selfaware-in-

the-workplace/58729840)

REPORT: "Self-Awareness & Professional Commitment in Correctional Leadership" (CIPP)

This report explores why self-awareness is critical for correctional staff and leadership. It outlines the role of reflective practice in decision-making, emotional regulation, and professional development. The resource also provides practical strategies to help mentors guide new officers in self-reflection, recognizing personal strengths and weaknesses, and enhancing their professional commitment.

Read the Full Report

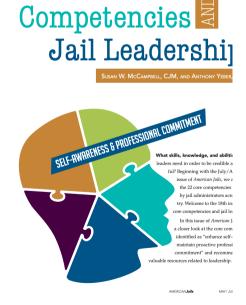
Here: http://www.cipp.org/uploads/3/7/5/7/37578255/10 selfawareness___professional_commitment.pdf (http://www.cipp.org/uploads/3/7/5/7/37578255/10_selfawareness___professional_commitment.pdf)

REPORT:

(http://www.cipp.org/uploads/3/7/5/7/37578255/10 selfawareness professional commitment.pdf)

Core

AN ONGOING SPECIAL REPORT



fullscreen view (https://www.richtungswechsel.or.at/wpcontent/uploads/Core-Competencies-and-Jail-Leadership Self-Awareness-and-Professional-Commitment report.pdf)

VIDEO: "How to Practice Self-Recognition and

This video explores the importance of self-recognition in personal and professional growth. It provides techniques to improve self-awareness, build confidence, and reflect on behaviors and choices. While not tailored specifically for justice professionals, the insights are valuable for mentors helping newly recruited prison officers become more mindful of their actions, reactions, and impact on others.

 Watch the Video Here: https://www.youtube.com/watch? v=tGdsOXZpvWE (https://www.voutube.com/watch? v=tGdsOXZpvWE)

"Emotional Support" Knowledge

- Knowledge: Coping Strategies for Stress and Burnout

Description:

Understanding techniques to manage stress and prevent burnout, both for oneself and for the mentee. This includes recognizing early warning signs, building resilience, and developing strategies to maintain mental and emotional well-being in a high-stress environment.

- · Attend stress management and resilience-building
- Engage in mindfulness or relaxation techniques, such as meditation or breathing exercises.
- · Consult occupational health professionals or psychologists specializing in workplace stress.
- · Read literature on burnout prevention in high-risk professions.
- Participate in peer discussions about stress management experiences.

Materials

Burnout is a major challenge for correctional officers, impacting mental and physical well-being. Learning effective coping strategies and being able to internalise them and teach them to mentees, can help manage stress, prevent exhaustion, and maintain resilience in demanding environments. The following resources provide practical techniques to mitigate burnout and foster long-term well-being.

ARTICLE: "Mitigating Mental Burnout: Self-Care Strategies for Correctional Officers"

This article outlines practical self-care strategies to help correctional staff manage stress, prevent burnout, and maintain mental resilience in high-pressure environments.

A https://blog.guardianrfid.com/blog/mitigating-mental-burnoutself-care-strategies-for-correctional-officers (https://blog.guardianrfid.com/blog/mitigating-mental-burnoutself-care-strategies-for-correctional-officers)

X VIDEO: "How to Deal with Anxiety to Avoid Stress"

This video provides simple techniques for managing anxiety and reducing stress, which are crucial for correctional officers facing high-stress situations.

♦ https://www.youtube.com/watch?v=AHQ9QXSaHqM (https://www.youtube.com/watch?v=AHQ9QXSaHqM)

VIDEO: "How to Reframe Stress to Reduce Its Negative Impact" (TED Talk)

This TED Talk explores how changing our mindset about stress can make it less harmful and more manageable, offering a fresh perspective on handling workplace pressure.

https://www.youtube.com/watch?v=RcGyVTAoXEU&t=350s (https://www.youtube.com/watch?v=RcGyVTAoXEU&t=350s)

- Knowledge: Emotional Regulation Techniques

Description:

The ability to manage one's emotions effectively, particularly in challenging situations. This includes staying composed under pressure, recognizing emotional triggers, and developing healthy ways to express and regulate emotions.

How to Gain:

- Practice mindfulness and cognitive-behavioral techniques to enhance self-awareness and emotional control
- Seek coaching or training in emotional intelligence and self-regulation.
- Learn de-escalation strategies through crisis intervention courses.
- Keep a journal to reflect on emotional responses and patterns
- Engage in role-playing exercises to simulate highpressure scenarios.

Materials

Emotional regulation is crucial for managing stress and maintaining a balanced mindset, especially in high-pressure environments like prisons. The following resources offer valuable insights and techniques for recognizing and controlling emotions, fostering better decision-making and resilience in mentors themselves and in their mentees.

WEBSITE: "Emotional Regulation Techniques" (DBT Tools)

This website provides a summary of several effective emotional regulation techniques, designed to help individuals better manage their emotions in challenging situations.

https://dbt.tools/emotional_regulation/index.php (https://dbt.tools/emotional_regulation/index.php) (summary of a few different techniques for regulating emotions)

WINDEO: 'You Aren't at the Mercy of Your Emotions: Your Brain Creates Them' (TED Talk by Lisa Feldman Barrett) In this TED Talk, Dr. Lisa Feldman Barrett explains how

emotions are created by the brain and offers insight into how we can learn to control them, empowering us to manage our emotional responses more effectively.

https://www.ted.com/talks/lisa_feldman_barrett_you_aren_t_a: (https://www.ted.com/talks/lisa_feldman_barrett_you_aren_t_at_tl - Knowledge: Legal and Occupational Health Regulations

Description:

Understanding the legal framework and occupational health guidelines that govern prison work. This includes knowledge of workplace rights, mental health policies, and protective measures for prison officers.

How to Gain:

- Attend training sessions on legal and occupational safety standards.
- Consult workplace health and safety representatives for specific regulations.
- Read policy documents and guidelines from relevant authorities.
- Participate in discussions with prison management and legal experts.
- Get to know your local law expert in your establishment.
- Stay updated on changes in legislation related to mental health in the workplace.

- Materials

Understanding the regulations around workplace health and safety is essential for creating a supportive and legally compliant work environment. Below are resources to help navigate health integration into workplace policies and stay updated with the latest regulations.

IN Recommendation: "Integrating Health into Work Policies" (International Labour Organization)

This document offers guidance on how to integrate health into occupational work policies, ensuring that workplace safety and worker health are prioritized. Please note, this is a long document that provides a comprehensive overview.

https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@i(https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_

Webtool: "Work Safety Regulations" (EU – Your Europe)

This tool allows you to check work safety regulations and health guidelines specific to your country within the EU. It's a great resource to understand local health and safety standards for employees.

https://europa.eu/youreurope/business/humanresources/social-security-health/work-safety/index_en.htm (https://europa.eu/youreurope/business/humanresources/social-security-health/work-safety/index_en.htm) - Knowledge: Mental Health First Aid

Description:

Basic knowledge of how to support individuals experiencing a mental health crisis. This includes recognizing symptoms of distress, providing immediate support, and knowing when and how to refer individuals to professional help.

How to Gain:

- Take a certified Mental Health First Aid (MHFA)
- Learn from your local mental health professionals about crisis intervention strategies & available courses
- · Read about mental health conditions commonly affecting prison officers.
- · Role-play mental health crisis scenarios to practice
- · Develop a resource list of available mental health services for referrals

- Materials

Mental health first aid equips individuals with the knowledge and tools to support those experiencing mental health challenges in the workplace, including correctional environments. Below are key resources that offer valuable insights and practical techniques for mental health first aid.

Video: "Mental Health First Aid in Correctional Settings"

This video shares real-life advice from a correctional officer on how to recognize mental health challenges in the workplace and provide support to colleagues and inmates in crisis.

https://www.voutube.com/watch?v=ITP3-2Aiv2E (https://www.youtube.com/watch?v=ITP3-2Aiv2E)

Article: "Reasonable Adjustments for Mental Health in the Workplace" (Worksafe UK)

This article offers guidelines for supporting mental health in the workplace, focusing on practical adjustments employers can make to support individuals dealing with mental health issues, including in high-stress professions like corrections.

A https://www.worksafe.uk.com/mental-health/reasonableadjustments-for-mental-health-in-the-workplace/ (https://www.worksafe.uk.com/mental-health/reasonableadjustments-for-mental-health-in-the-workplace/)

Toolkit: "5 Steps of Mental Health First Aid" (Australia Wide First Aid)

This toolkit outlines the steps to take when providing mental health first aid to others and yourself. It's designed to help you respond effectively in situations where someone may be experiencing mental health difficulties, whether it's a colleague or an individual you are mentoring.

https://www.australiawidefirstaid.com.au/resources/5-stepsof-mental-health-first-aid

(https://www.australiawidefirstaid.com.au/resources/5-steps-ofmental-health-first-aid)

Resource: "Trauma-Informed Care" (March on Stress)

This resource introduces trauma-informed practices designed to help individuals better manage stress and emotional well-being, especially when working in high-stress environments like correctional facilities. It highlights effective techniques to manage stress, reduce trauma impact, and promote overall mental health resilience.

https://www.marchonstress.com/page/p/trim (https://www.marchonstress.com/page/p/trim)

Knowledge: Peer Support and Group Dynamics

Description:

Understanding how peer support functions and the role of group dynamics in emotional well-being. This includes fostering supportive relationships among colleagues, facilitating discussions, and building trust within teams.

How to Gain:

- Join or establish a peer support group for prison
- · Participate in group facilitation and team-building workshops.
- Observe and analyze effective support structures in other institutions.
- Learn conflict resolution techniques to strengthen group cohesion.
- · Engage in mentoring networks to exchange experiences and best practices.

Peer support and effective group dynamics are vital in helping

correctional officers manage stress and build resilience in their

professional lives. These resources provide insights into how

positively impact the well-being of staff in correctional settings.

This video provides an example of how peer support can work

in practice within a correctional environment. It illustrates how

colleagues can rely on each other for emotional and practical

support, and how these relationships foster a supportive

atmosphere within high-stress environments like prisons.

Phttps://www.voutube.com/watch?v=x5ikEFetYXI

(https://www.youtube.com/watch?v=x5ikEFetYXI)

peer support systems can be structured and how they can

Video: How Peer Support Looks in Action

This article outlines the steps to create an effective peer support program tailored for correctional staff. It offers practical advice on how to build such a program, with an emphasis on training, confidentiality, and the long-term benefits of peer support. Creating a strong peer network can help reduce stress and enhance overall job satisfaction among correctional officers

Article: Building a Peer Support Program in Corrections

A https://www.corrections1.com/officer-safety/articles/6-stepsto-building-a-peer-support-program-in-correctionsk8Aid1N04rmnLt7S/ (https://www.corrections1.com/officersafety/articles/6-steps-to-building-a-peer-support-program-incorrections-k8Aid1N04rmnLt7S/)

- Knowledge: Psychological and Emotional Challenges

Recognizing the psychological and emotional challenges that prison officers face, such as compassion fatigue, secondary trauma, and emotional detachment. Understanding how these challenges impact their wellbeing and job performance.

How to Gain:

- · Attend psychological resilience training.
- · Read case studies and research on the mental health of prison staff.
- · Engage in reflective practices to recognize personal emotional challenges.
- · Speak with psychologists or therapists specializing in high-risk professions.
- · Encourage open conversations within teams about mental health struggles.

- Knowledge: Trauma-Informed Care

Materials

- Materials

Understanding and addressing the psychological and emotional challenges faced by prison staff is essential for fostering a healthier work environment. The following resource is specifically designed to help prison staff manage mental health difficulties, improve well-being, and build emotional resilience.

AWARE Project – Resources for Prison Staff

The AWARE project is focused on supporting prison staff in managing psychological and emotional challenges. It offers valuable resources, including a study manual and downloadable conversation starter posters in five languages. These materials aim to encourage open dialogue about mental health and provide staff with tools to manage mental health issues both personally and in their interactions with others.

http://www.aware-project.org/resources.html (http://www.awareproject.org/resources.html)(Available in 5 languages)

Materials

Description:

Applying a trauma-informed approach to mentoring by recognizing how trauma affects individuals and learning how to provide support in a way that avoids retraumatization. This involves fostering safety, empowerment, and understanding.

How to Gain:

- Take trauma-informed care training specifically designed for prison environments.
- Learn about the effects of trauma on behavior and coping mechanisms.
- Consult experts in trauma psychology and rehabilitation in your community.
- Request information on development courses in regards to vocational trauma-informed care.
- Implement practical strategies for creating a safe and supportive environment.
- Encourage reflective discussions with mentees about their experiences and needs.

Trauma-informed care is crucial in correctional environments, particularly for those who support new recruits in navigating such challenges. These resources provide valuable insights into its importance and implementation.

Article: Trauma-Informed Care Model (TRIM)

This article explains the Trauma-Informed Model (TRIM), which is a method used to support individuals in managing trauma which can be applied to the mentees.

https://www.marchonstress.com/page/p/trim (https://www.marchonstress.com/page/p/trim)

Webinar: Why Trauma-Informed Care Matters

This recorded webinar discusses the significance of traumainformed care and offers practical strategies for implementing it in correctional environments.

https://www.youtube.com/watch?v=TLVGSYVVgQY (https://www.youtube.com/watch?v=TLVGSYVVgQY)

Toolkit: Trauma-Informed Practices for Women's Correctional Facilities

This toolkit explains why trauma-informed care is essential in women's prisons and provides steps for implementation. It highlights the impact of trauma and how to address it within the correctional setting. This is more focused on incarcerated people but has interesting insights into staff management.



Using Trauma-Informed Practices to Enhance Safety and Security in Women's Correctional Facilities

Alyssa Benedict, CORE Associates

Introduction

One of the most common experiences shared by women in correctional facilities is a history of trauma, which for many can be extensive. Research from multiple disciplines has shown that the effects of trauma can be significant and long lasting. We now know that trauma often plays a role in the onset of women's criminal behavior, is often linked to substance abuse and mental health challenges, and that trauma may explain some of the behaviors women offenders display while incarcreated (e.g., rule violations, violent episodes, "failure" in treatment, "manipulation").

Taking Universal Precaution

perts recommend that all systems (e.g., medical, ental health, corrections) be trauma-informed and it professionals in these systems adopt "universal cautions" when working with individuals. Universal cautions means that we assume a trauma history is sent with all individuals we interact with (and that interact with them in a trauma-informed manner).

in the wake of significant research on trauma and the interventions required to address it, a number of correctional agencies have made efforts to increase the use of trauma-based services and curricula (e.g., psycho-educational groups). However, fewer efforts have focused on implementing "universal

What is Trauma and What Causes It

"Trauma is trauma, no

auma has multiple causes. In addi terpersonal violence, trauma can r om emotional neglect, sexual or pi ssault, accidents, war, illness, medi tervention, the death of loved one

auma is created when an individual exposed directly or indirectly to an verwhelming event/experience that volves a threat to one's physical, e nd/or psychological safety. Overwhelming tents can be physical or psychological tents or psychological safety.

experience of trauma may be su framatic, or the result of gradual elenting violations. Sometimes, a vidual is not even aware that sho in experiencing trauma until wee inths, or even years have passed terson & Hopper, 2011.

precautions**2 or building a more integri modal trauma-informed culture in corre facilities to both meet the goals of corre maximize the success of trauma-based! The literature on trauma offers correction professionals with common definitions,

This project was supported by Grant No. 2010-D-BK-K080 awarded by the Bureau of Justice Assistance. The Bureau of Justice component of the Office of Justice Programs, which does included the Bureau of Justice Statistics, the National Institute of Justic Juvenile Justice and Delinquency Prevention, the SMART Office, and the Office for Victims of Crime. Points of view of opinions is are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

1

fullscreen view (https://www.richtungswechsel.or.at/wp-content/uploads/NRCJIW-UsingTraumaInformedPractices.pdf)

- Knowledge: Understanding of the Prison Environment

Description:

A comprehensive understanding of the prison system, its structure, and daily operations. This includes the hierarchy within correctional institutions, security procedures, dynamics amongst incarcerated people and with staff, and the unique challenges faced by prison officers.

How to Gain:

- Attend briefings or training sessions on prison policies and procedures.
- Read official reports and studies on prison management and officer roles.
- Engage in discussions with colleagues to gain practical insights.
- Participate in scenario-based training to enhance situational awareness.
- · Read on your organisational structure.
- · Schedule a meeting with your local HR professional.

Materials

Gaining an understanding of the prison environment is crucial for prison officers and their mentors, and exploring different models or approaches from various countries can provide valuable insights.

(Note: The Evolution of Prisons and a Proposed Approach

This video offers an interesting perspective on the development of prison systems, focusing on the U.S. It presents suggestions for reform and how the environment can be improved, which can serve as a point of discussion and debate. The video encourages critical thinking about how different systems approach the concept of incarceration.

https://www.youtube.com/watch?v=LmvrBGmu9k4 (https://www.youtube.com/watch?v=LmvrBGmu9k4)

Other Models

Singapore: Singapore is known for its strict but highly effective prison system, with a strong emphasis on reintegration through vocational training and psychological support. The country's focus on order and discipline within its facilities is coupled with a rigorous reintegration program for incarcerated people.

Norway: Norway's prison system is often regarded as a model for humane correctional practices. The system emphasizes resocialisation over punishment, with programs designed to prepare for reintegration into society. Norwegian prisons are known for their more relaxed environment, focusing on education, therapy, and vocational skills to reduce recidivism.

By looking at these varied models, prison officers can gain a more nuanced understanding of how different approaches to incarceration impact both the prison culture and the role of staff.

"Emotional Support" Attitudes

- Attitudes: Commitment to Healthy Living/Role-Modeling

Description:

A mentor who is committed to healthy living actively models behaviors that promote physical, emotional, and mental well-being. This attitude involves prioritizing a balanced lifestyle, managing stress effectively, and advocating for practices that enhance wellness. Through their own example, they inspire mentees to adopt healthier habits in their personal and professional lives.

How to Assess:

- Mentoring Session Review: Observing if the mentor incorporates discussions of wellness strategies (e.g., stress management techniques, physical activity, therapy, or mindfulness) during mentoring sessions.
- . Behavioral Interview Questions: Ask about the

- Materials

As mentors guiding newly recruited prison officers, it's crucial to model healthy living and well-being practices to set a positive example. By promoting wellness, mentors can help their mentees build resilience and handle the stresses of the job more effectively.

Article & Videos: 23 Wellness Tips for Correctional Officers in 2023

This resource provides valuable wellness tips for correctional officers, including mental health strategies, exercise routines, and dietary advice. As a mentor, you can guide your mentees in adopting these tips and emphasize the importance of self-care in a challenging work environment.

Ohttps://www.corrections1.com/health-wellness/articles/23-wellness-tips-for-corrections-officers-in-2023-xg6l8TO8g4TqDolD/ (https://www.corrections1.com/health-

mentor's personal examples of maintaining work-life balance and healthy habits.

Ask Yourself:

- Does the mentor actively promote and encourage well-being strategies to their mentees?
- Do their actions and behaviors reflect a commitment to maintaining their own health and well-being?
- How does the mentor demonstrate the importance of work-life balance and stress management in their interactions with mentees?
- How does the mentor collaborate with management to maintain well-being boundaries?

wellness/articles/23-wellness-tips-for-corrections-officers-in-2023-xa6l8TO8a4TaDoID/)

III Presentation: Promoting Wellness and Resiliency in Correctional Staff

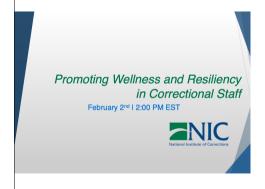
This presentation offers insights into fostering wellness and resilience. As a mentor, you can use it to support your mentees in managing the pressures of correctional work, and encourage them to prioritize their physical and mental health.

https://s3.amazonaws.com/static.nicic.gov/Webinars/Promotin Wellness-and-Resiliency-in-Correctional-Staff/NIC-Wellness-Webinar-Powerpoint.pdf

(https://s3.amazonaws.com/static.nicic.gov/Webinars/Promoting-Wellness-and-Resiliency-in-Correctional-Staff/NIC-Wellness-Webinar-Powerpoint.pdf)

PRESENTATION:

(https://s3.amazonaws.com/static.nicic.gov/Webinars/Promol Wellness-and-Resiliency-in-Correctional-Staff/NIC-Wellness-Webinar-Powerpoint.pdf)



fullscreen view

(https://s3.amazonaws.com/static.nicic.gov/Webinars/Promoting-Wellness-and-Resiliency-in-Correctional-Staff/NIC-Wellness-Webinar-Powerpoint.pdf)

- Attitudes: Confidentiality and Trustworthiness

Description:

A commitment to maintaining privacy and handling sensitive information responsibly. A trustworthy mentor ensures that mentees feel safe to share their concerns, fostering an environment of honesty and integrity.

How to Assess:

- Confidentiality Case Study: Present the mentor with a scenario involving sensitive information and assess their approach to maintaining confidentiality.
- Ethical Dilemma Discussion: Pose ethical challenges related to trust and confidentiality and evaluate the mentor's reasoning and decision-making.
- Mentee Feedback: Gather anonymous feedback from mentees on their comfort in sharing personal challenges and whether they feel their trust is respected.

Ask Yourself:

- Does the mentor handle sensitive information with discretion?
- Do they create a safe space for open and honest discussions?
- Are they consistent in their words and actions, reinforcing trust?

- Materials

Building trust is vital to achieve an effective mentoring environment were mentees feel safe and encoranged to share their concerns. This is achieved both by strick handling of confidential and sensitive information and by creating an open and welcoming environment for mentees.

Tipsheet: This tipsheet gives insights to how to connect and build trust as a mentor. While it is mostly aimed at mentoring relationships with incarcerated individuals it has sections which can be applied to create positive mentoring relationships in general.

Presentation: Mentoring Toolkit step 2 (Jump to page 10 – Module 2: Confidentiality)

This resource gives a short summary of why confidentiality is crutial within mentoring of correctional staff, when confidentiality may or may not apply.

https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf (https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf) - Attitudes: Cultural Sensitivity and Open-mindedness

Description:

The ability to appreciate diverse perspectives, respect cultural differences, and remain open to new ideas. A culturally sensitive mentor fosters an inclusive environment and adapts their approach to support mentees from different backgrounds.

How to Assess:

- Perspective-Taking Exercise: Present the mentor with a case study featuring a cultural misunderstanding and assess their approach to resolving it.
- Implicit Bias Reflection: Have the mentor engage in self-assessment exercises to explore their biases and strategies to counteract them.
- Cross-Cultural Dialogue: Observe how the mentor interacts with individuals from diverse backgrounds, ensuring inclusivity and respect.

Ask Yourself:

Does the mentor demonstrate respect for different perspectives and cultures?

- Are they willing to adapt their mentoring style to fit diverse needs?
- Do they encourage mentees to share and celebrate their own backgrounds and experiences?

- Materials

It is essencial for mentors to remain consious, open minded and culturally sensitive to achieve a an inclusive environment which builds trust and creates openess. This will also ensure creating an environment which remains open to new perspectives and appreciates and learns from cultural diversity.

Article: What are the challenges faced by mentors and mentees in a crosscultural mentorship program?

While not specificly refering to mentorship within the correctional services, this article offers insights into how cultural differences can manifests themselves and create challenges, however, it also highlights now to navigate cross cultural mentorships to celebrate divesity and minimise conflicts and missunderstandings.

Ohttps://psico-smart.com/en/blogs/blog-what-are-the-challenges-faced-by-mentors-and-mentees-in-a-crosscultural-mentorship-program-12763 (https://psico-smart.com/en/blogs/blog-what-are-the-challenges-faced-by-mentors-and-mentees-in-a-crosscultural-mentorship-program-12763)

Article: Mentoring for Global Diversity: Navigating Cross-Cultural Dynamics

This article gives an overview of strategies which can be employed to celebrate cultural diversity and learn from different perspectives. The resources also gives a summary of tools and activities which can be carried out to foster cross-cultural connections and build an open and welcoming environment.

https://www.mentoringcomplete.com/mentoring-for-globaldiversity-navigating-cross-cultural-dynamics/ (https://www.mentoringcomplete.com/mentoring-for-globaldiversity-navigating-cross-cultural-dynamics/)

Wideo: Intercultural Competence − Part II − Attitude
 This video highlights four skills which allow you not only to
 respect cultural differences but also celebrate them and learn
 from them.

Chttps://www.youtube.com/watch?v=I57XS8REfwQ (https://www.youtube.com/watch?v=I57XS8REfwQ)

- Attitudes: Flexibility

Description:

The willingness to adapt to changing circumstances, mentee needs, and unexpected challenges. A flexible mentor adjusts their approach, remains open to feedback, and embraces new ways of thinking.

How to Assess:

- Scenario-Based Adaptability Test: Present a sudden change in a mentoring plan and evaluate how the mentor adjusts.
- Role-Reversal Exercise: Ask the mentor to take on the perspective of a mentee – how would they give themselves feedback on their flexibility?
- Feedback Implementation Review: Observe how the mentor responds to constructive feedback and adapts their behavior over time.

Ask Yourself:

- Can the mentor shift their approach based on mentee needs?
- Do they remain calm and solution-oriented when faced with change?
- Are they open to new ideas and continuous improvement?

- Materials

A sucessful mentor needs to be able to adapt to changing circumstances such as the different needs of mentees and unexpected challenges. This can be done though adjusting their mentoring approch, responding to feedback or embrasing new ways of thinking.

Article: Flexible Mentoring – How To Adapt to Your Mentee's Needs

While not specific to the correctional sector this article suggests ways for mentors to ensure that are adapting to their mentees needs using feedback mechanisms and setting clear goals.

https://www.ericlandmentoring.com/flexible-mentoring-how-to-adapt-to-your-mentees-needs/

(https://www.ericlandmentoring.com/flexible-mentoring-how-to-adapt-to-your-mentees-needs/)

WVideo: Be a Good Mentor by Being Flexible, Self-Aware, and Open to Learning: Joyell Arscott

This short video highlights the need to be flexible and what that means – to be open for learning and to identify mistakes or biases and address them.

https://www.youtube.com/watch?v=R1ZbEk8OdNo (https://www.youtube.com/watch?v=R1ZbEk8OdNo) - Attitudes: Working with Diverse Attitudes

Description:

A mentor who works effectively with diverse attitudes embraces the individuality of their mentees, understanding that everyone has unique perspectives, personalities, and life experiences. This attitude involves empathy, adaptability, and the ability to engage constructively with people from various cultural, social, or professional backgrounds.

How to Assess:

- Mentoring Session (Simulation): Observe how the mentor handles a challenging interaction with a (hypothetical) mentee who has a different outlook or personality. Evaluate their ability to adapt their mentoring approach to fit the mentee's communication style and needs.
- Mentee Feedback: Reviewing feedback from mentees, focusing on how they felt heard, understood, and supported despite differences in perspectives.

Ask Yourself:

- Does the mentor demonstrate patience and adaptability when working with mentees who have contrasting attitudes or personalities?
- How does the mentor respond when a mentee expresses a perspective that may be difficult for the mentor to comprehend?
- Can the mentor effectively adjust their communication & advice to suit the needs of mentees from different cultural or social backgrounds?
- How does the mentor reflect on their attitudes and advice after a simulation or mentee session?

- Materials

Diversity in attitudes and perspectives can be a great asset allowing for new innovation and different ideas. To win these advantages mentors have to encourage and adapt to people with different attitudes and from different backgrounds. This goes for being a role model in the work with incarcerated people as well.

Article: 13 benefits and challenges of cultural diversity in the workplace

This article focuses on the impact of cultural diversity, and gives an overview both of the benefits such diversity can bring and potential challenges and how to solve them.

Ohttps://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/ (https://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/)

Article: 7 Strategies for Embracing Diversity in the Workplace

This article outlines 7 ways to celebrate diversity in the work place, offering tools of how interaction, empathy and adaptability can be used to encourage an open environment for diverse attitudes.

https://coachdiversity.com/blog/embracing-diversity-in-the-workplace/ (https://coachdiversity.com/blog/embracing-diversity-in-the-workplace/)

Competency: "Identify Mentee Talent"

Identifying a mentee's talent requires mentors to possess practical skills that enable them to recognize and nurture the unique strengths of their mentees. These skills include active listening, keen observation, and constructive feedback to assess abilities and uncover potential. A mentor's ability to provide personalized guidance, create opportunities for skill development, and encourage confidence is essential for fostering a mentee's growth. These skills are critical because they ensure mentees feel valued and supported while empowering them to leverage their strengths effectively in their professional journey.

"Identify Mentee Talent" Skills

- Skill: Active Listening and Emotional Intelligence

Description:

The ability to listen attentively, understand mentee's personal and professional challenges and perspectives, and respond empathetically. This involves interpreting verbal and nonverbal cues, showing genuine interest, and fostering trust through understanding emotions.

How to Assess:

- Roleplay Exercise: Present a scenario where the candidate interacts with someone expressing concerns or emotions (e.g., a mentee discussing stress at work). Evaluate their ability to listen, ask clarifying questions, and respond empathetically.
- Behavioral Interview Questions: Ask about past experiences, such as "Can you describe a time when you had to navigate a difficult conversation and how you handled it?"
- Mentoring Session Review: Observe the mentor whilst offering constructive support during mentoring sessions.

Ask Yourself:

- Does the mentor actively listen to the mentee without interrupting?
- How often does the mentor validate the mentee's feelings or concerns?
- Can the mentor recall specific examples of a mentee's challenges?

Materials

Reflective listening is a simple yet incredibly powerful technique that helps people feel understood and gain clarity about their own thoughts and emotions—an often underrated skill in communication:

VIDEO: Reflective Listening: How to Be a Good Listener (https://www.youtube.com/watch?v=eUtZk960Q_A)

VIDEO: How to actively listen to others I Scott Pierce I TEDxBirmingham (https://www.youtube.com/watch? v=Yq5pJ0q3xuc)

VIDEO: Prison Professor: Emotional Intelligence (https://prisonprofessors.com/psap-edovo/emotional-intelligence/)

- Skill: Behavioral Observation and Analysis

Description:

The ability to objectively observe, interpret, and analyze a mentee's behavior, identifying strengths, challenges, and underlying motivations. This includes recognizing nonverbal cues, workplace interactions, and patterns in performance to provide informed mentorship.

How to Assess:

- Silent Observation Task: Have the mentor observe a mentee interacting in a team setting (live or recorded) and then provide an analysis of their strengths, challenges, and potential growth areas.
- Pattern Recognition Challenge: Present the mentor with anonymized case studies of mentee behavior over time and ask them to identify trends and potential interventions.
- Spot the Change Exercise: Show a mentor two clips of the same mentee at different points in their development and ask them to describe the differences in confidence, engagement, and work approach.

Ask Yourself:

- Does the mentor notice patterns in the mentee's behavior over time?
- Can the mentor distinguish between surface-level behaviors and deeper underlying challenges?
- How well does the mentor use observations to guide mentoring strategies?

- Materials

We do not only communcate using words, our nonverbal cues can be equally important. As a mentor the ability to analyse mentee's behaviour, identifying strengthes and challenges is an essential skill.

Article: Body Language and Nonverbal Communication
This article gives an idea of why nonverbal communication is
key and how to recognise nonverbal cues.

https://www.helpguide.org/relationships/communication/nonvercommunication

(https://www.helpguide.org/relationships/communication/nonverbacommunication)

- Skill: Building Trust

Description:

The ability to provide concise and actionable directions, ensuring clarity in conversations. Signposting involves breaking down complex ideas into understandable steps and guiding others toward resources or solutions.

How to Assess:

- Task Simulation: Provide a written or verbal exercise
 where the mentor must explain a process or guide
 someone through a hypothetical situation (e.g.,
 onboarding a new team member). The mentor knows
 and shares relevant resources for work-life balance
 and directs mentees to appropriate contacts.
- Observation of Teaching/Explaining: Give a workrelated topic or task and assess how effectively they explain it to a new recruit, ensuring the listener understands. Asking for a correct description by the new recruit afterwards.

Ask Yourself:

- Can the mentor name at least three resources or contacts as support avenues?
- How effectively does the mentor direct mentees to appropriate resources?
- Has the mentor demonstrated knowledge of both internal and external support options?

Materials

Building trust is essential for mentors guiding newly recruited prison officers. Two valuable resources offer insights into this topic:

1. Prisons & Punishment Conference: Trust, Hope, and Risk: What Matters

This webinar features three presentations by researchers exploring the role of trust within prison environments. The discussions provide diverse perspectives on how trust impacts prison dynamics and the resocialisation process. Building trust is here contextualised between staff and those incarcerated but supports the idea of Trust amongst staff.https://www.youtube.com/watch?v=Z39Re-_pM9o (https://www.youtube.com/watch?v=Z39Re-_pM9o)

2. Building Trust in Coaching: A Personal Approach in Prison Settings

In this presentation, Ronald Sanford delves into the nuances of establishing trust within prison coaching relationships. He discusses challenges and effective techniques for building trust, offering practical insights for mentors working with newly recruited prison officers. https://www.youtube.com/watch?v=tDF-6zfzJsg (https://www.youtube.com/watch?v=tDF-6zfzJsg)

These resources provide comprehensive perspectives on the importance of trust in prison settings and offer practical strategies for mentors to effectively support new officers.

- Skill: Clear Communication and Guidance

Description:

The ability to provide concise and actionable directions, ensuring clarity in conversations. Signposting involves breaking down complex ideas into understandable steps and guiding others toward resources or solutions.

How to Assess:

- Task Simulation: Provide a written or verbal exercise where the mentor must explain a process or guide someone through a hypothetical situation (e.g., onboarding a new team member). The mentor knows and shares relevant resources for work-life balance and directs mentees to appropriate contacts.
- Observation of Teaching/Explaining: Give a workrelated topic or task and assess how effectively they explain it to a new recruit, ensuring the listener understands. Asking for a correct description by the new recruit afterwards.

Ask Yourself:

- Can the mentor name at least three resources or contacts as support avenues?
- How effectively does the mentor direct mentees to appropriate resources?
- Has the mentor demonstrated knowledge of both internal and external support options?

- Materials

Delivering clear and actionable instructions is essential for effective communication. This involves simplifying complex concepts into manageable steps and guiding individuals toward appropriate resources or solutions. In the following materials, you learn some communication best practices and dive into the TEDx Talk, "You are Contagious," where Vanessa Van Edwards emphasizes the profound impact of nonverbal communication on how others perceive us.

ARTICLE: "How to Improve Correctional Communications with T.A.P."

This article introduces the T.A.P. (Tone, Atmosphere, and Professionalism) method, a structured approach to improving communication with both incarcerated individuals and prison staff. It provides practical strategies for maintaining control, fostering respect, and ensuring messages are delivered effectively in correctional settings. A must-read for mentors looking to enhance their verbal and nonverbal communication skills.

Read here: https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/ (https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/)

VIDEO: "The Power of Listening" & VIDEO: You are contagious I Vanessa Van Edwards I TEDxLondon

Clear communication isn't just about speaking—it's also about listening. These videos explore the importance of active listening, highlighting how it builds trust, prevents misunderstandings, and fosters meaningful dialogue. For mentors guiding newly recruited prison officers, mastering this skill ensures effective support and guidance in high-pressure

Watch here: https://www.youtube.com/watch? v=saXfavo1OQo (https://www.youtube.com/watch? v=saXfavo1OQo) & https://www.youtube.com/watch? v=cef35Fk7YD8 (https://www.youtube.com/watch? v=cef35Fk7YD8) - Skill: Effective Questioning Techniques

Description:

The ability to ask open-ended, thought-provoking, and guiding questions that encourage mentees to reflect, problem-solve, and develop their own insights. This involves using structured questioning methods to facilitate deeper discussions.

How to Assess:

- Socratic Dialogue Challenge: Have the mentor engage in a structured conversation where they must only use open-ended questions to guide a mentee toward a solution.
- Question Mapping Exercise: Provide the mentor with a mentoring scenario and ask them to draft a sequence of questions that would help the mentee explore different solutions.
- Observation of Mentoring Sessions: Review how often the mentor asks leading vs. open-ended questions, and whether their questions prompt meaningful self-reflection in the mentee.

Ask Yourself:

- Does the mentor encourage mentees to think critically through effective questioning?
- Are their questions structured to support growth rather than just provide answers?
- Do their questions encourage self-reflection and ownership of decisions?

Materials

Using effective questioning can encourage reflection, critical thinking, problem solving and build connections. Mentors who can use techniques to ask effective questions can thus connect better with the mentees and be more impactful.

Article: How to Ask Good Questions: Questions Frameworks Every Mentor Should Know

This short article gives advice of how to ask good questions as well as providing some techniques or strategies which can help formulate these good questions.

Ohttps://www.mindframeconnect.com/mentor-resources/how-to-ask-good-questions-questions-frameworks-every-mentor-should-know (https://www.mindframeconnect.com/mentor-resources/how-to-ask-good-questions-questions-frameworks-every-mentor-should-know)

EVideo: How to ask good question – A guideline to better conversations

This video gives a guide of how to ask good questions, the first part of the video the speaker talks about questions aimed at sharing you knowledge. This gives insights into how to use questions to build trust and rapport.

https://www.youtube.com/watch?v=gDECxggSEWE (https://www.youtube.com/watch?v=gDECxgqSEWE)

- Skill: Motivation and Encouragement

Description:

The ability to inspire and sustain a mentee's motivation by recognizing achievements, providing meaningful encouragement, and helping them build confidence in their abilities. This involves understanding different motivational drivers and adapting approaches accordingly.

How to Assess:

- Personalized Motivation Plan: Ask the mentor to create a motivation strategy for a hypothetical mentee with different personality traits and challenges.
- Encouragement Timing Exercise: Present different mentee scenarios and assess when and how the mentor would provide encouragement (e.g., during struggles, after successes, or at transition points).
- Real-time Encouragement Observation: Observe a mentoring session and assess whether the mentor effectively identifies and reinforces the mentee's progress and effort.

Ask Yourself:

- Does the mentor recognize and reinforce progress appropriately?
- How well do they tailor encouragement to different mentee personalities?
- Does their encouragement feel genuine and specific rather than generic praise?

- Materials

As a mentor the ability to encourage and motivate mentees is key, allowing mentees to build their confidence and gain a sense of achievement. To do this, it is vital to understand different drivers of mentees and adapt to fit your audience, as well as to be open for feedback.

Article: Counterfactual Thinking in Mentoring: Unlocking Motivation

This article gives an summary of how Counterfactual Thinking techniques can be used to inspire and motivate mentees.

https://mentorloop.com/blog/counterfactual-thinking/ (https://mentorloop.com/blog/counterfactual-thinking/) - Skill: Performance Assessment and Feedback

Description:

The ability to assess a mentee's performance objectively and provide structured, actionable feedback. This includes balancing positive reinforcement with constructive criticism, ensuring feedback is clear, fair, and fosters improvement.

How to Assess:

- Live Feedback Session: Ask the mentor to provide constructive feedback on a mentee's recent performance while being observed. Evaluate clarity, tone, and actionability.
- "Bad vs. Good Feedback" Review: Present the mentor with examples of poorly given feedback and well-structured feedback, then ask them to analyze the differences and improve the bad examples.
- Feedback Role Reversal: Have the mentor receive constructive criticism from someone else and assess how they respond, as this can indicate their ability to give feedback effectively.

Ask Yourself:

- Does the mentor balance positive reinforcement with areas for improvement?
- Is their feedback specific, actionable, and focused on development?
- Do they deliver feedback in a way that motivates rather than discourages the mentee?

"Identify Mentee Talent" Knowledge

- Materials

The ability of mentors to provide clear, objective and useful feedback has a big effect on mentees improvement and motivation. Giving feedback is both, a way to communicate constructive critisms of mentees' performance and a way to motivate mentees through positive reinforcement.

Toolkit: Mentoring Toolkit Step 2: Mentor Recruitment and Training (Module 4, page 15-17)

This toolkit gives a summary of important aspects to take into account while giving feedback and provides example exercises.

https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf (https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf)

- Knowledge: Community Resources Knowledge

Description:

Familiarity with external support services available to prison officers, including mental health resources, counseling services, and financial aid. Understanding how these resources can assist officers and what criteria they may need to fulfill to access them.

How to Gain:

- Research community-based organizations that support correctional staff.
- Build relationships with social workers & psychologists in your facility.
- Create a resource list that can be shared with mentees.
- Engage with occupational health experts to understand opportunities.

Knowledge: Career counseling & vocational skills programs

Description:

An understanding of career development opportunities within and outside the correctional system. This includes vocational training programs, skill-building initiatives, and professional development resources that help officers grow in their careers.

How to Gain:

- Speak with career counselors in your facility or region.
- Research internal and external training programs for career advancement.
- Attend career development workshops and conferences.
- Stay updated on new certifications and leadership opportunities in corrections.

- Materials

Understanding and utilizing community resources is essential for mentors to support their mentees effectively. This includes identifying local programs, support networks, and external organizations that can provide valuable services to incarcerated individuals, their families, and correctional staff.

Explore MOBI Tools for Community Engagement to learn about different community engagement initiatives in the criminal justice system. These tools provide resources for supporting both offenders and correctional staff through external community involvement and collaboration. http://mobinitiative.org/category/other-sources-of-relevant-information/ (http://mobi-initiative.org/category/other-sources-of-relevant-information/)

Research local community-based programs, reintegration services, and mental health support groups that can enhance the reentry process for inmates and provide ongoing support for staff in managing their well-being.

Materials

As a mentor, understanding career counseling and vocational skills programmes is vital in supporting the professional growth of newly recruited prison officers. You can guide your mentees to take advantage of resources that offer vocational training and career development within the correctional system.

VOLPRIS: Volunteer Coordinator Training Course

This training course developed by VOLPRIS focuses on upskilling prison staff as Volunteer Coordinators. It provides tools and resources for recruiting and retaining volunteers within prisons, which can be beneficial for both officers and the individuals in their care. As a mentor, you can leverage this knowledge to support your mentees in building career paths, enhancing their skills, and fostering partnerships with external volunteers to broaden the efforts within the correctional facility.

https://volprison.eu/tools/ (https://volprison.eu/tools/)

- Knowledge: Psychological Understanding of Motivation

Description:

An understanding of what drives and sustains motivation in individuals, particularly in a high-stress work environment. This includes recognizing intrinsic and extrinsic motivators and applying techniques to enhance motivation and engagement among prison staff.

How to Gain:

- Study psychological theories of motivation, such as Self-Determination Theory.
- Observe what motivates colleagues and mentees in the workplace.
- Attend training on leadership and employee engagement.
- · Research external leadership courses.
- Engage in reflective practice to understand personal motivation triggers.
- Learn strategies to cultivate resilience and perseverance in high-pressure environments.

 Knowledge: Strategies for time management, stress management, and improving self-esteem.

Description:

The ability to balance professional and personal responsibilities while managing workplace stress effectively. This includes techniques for prioritization, selfcare, and building confidence in one's role as a mentor and officer.

How to Gain:

- Take part in time management and stress reduction workshops.
- · Read books on productivity and workplace well-being.
- Practice mindfulness and relaxation techniques to manage stress.
- Use scheduling tools and apps to improve efficiency.
- Seek coaching or mentorship within your mentoring role for building confidence in leadership roles.

Materials

What drives and sustains motivations? Understanding this is the key to unlocking potential and efficiant teaching.

Blogpost: Psychological Assessment Tools for Motivation

This text gives a summary and guidelines to a number of tools which can be used to understand the psychology behind motivation.

https://quenza.com/blog/psychological-assessment-tools-formotivation/ (https://quenza.com/blog/psychologicalassessment-tools-for-motivation/)

Article: Psychological Insights into Team Motivation: What Drives Team Success?

This article firstly gives an overview of the science behind motivation before outlining a set of techniques of how this can be utilised in mentoring practices.

Ohttps://www.4leafperformance.com/psychological-insights-into-team-motivation-what-drives-team-success/ (https://www.4leafperformance.com/psychological-insights-into-team-motivation-what-drives-team-success/)

Materials

Self-care is key to balance professional responsibilities with personal life, as well as to effectively handle stressful situations. This includes practising time and stress management as well as techniques for improving self-esteem.

Video: TED Talk: How to Make Stress your Friend

This video offers not only a new perspective of stress and how to cope with it but also highlights how we can minimise the harmful impacts of stress.

https://www.ted.com/talks/kelly_mcgonigal_how_to_make_stre (https://www.ted.com/talks/kelly_mcgonigal_how_to_make_stress)

Article: How to Build Confidence at Work by Ann Howell
This article gives a step by step guide to help you build your
confidence at work including some useful illustrations.

https://hbr.org/2021/08/how-to-build-confidence-at-work (https://hbr.org/2021/08/how-to-build-confidence-at-work)

 Knowledge: Techniques for self-reflection, goal setting, and personal growth

Description:

The ability to assess personal and professional progress, set meaningful goals, and develop a continuous growth mindset. This fosters resilience and self-awareness in both the mentor and the mentee.

How to Gain:

- Keep a reflective journal to track progress and challenges.
- Resarch and integrate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals in your toolkit
- Engage in professional development activities and mentorship.
- Participate in peer discussions about career aspirations and challenges.

 Knowledge: Training in Diversity, Equity, and Inclusion (DEI)

Description:

Understanding the importance of inclusivity and equity in the correctional system. This includes recognizing biases, fostering a supportive work environment, and ensuring fair treatment for all colleagues and incarcerated people.

How to Gain:

- Participate in DEI training programs within the correctional system.
- Engage in discussions on cultural competence and unconscious bias.
- Read about case studies on diversity challenges in law enforcement.
- Advocate for inclusive policies and practices in the workplace.
- Research conflict resolution strategies to manage diverse team dynamics.
- · Speak to your local DEI expert.

- Materials

Understanding how to set your own goals and practise selfreflection will help you continue to grow and will foster resilience and self-awareness helping both as a mentor and a mentee.

Toolkit: SMART Goals: A How to Guide

This toolkit gives an overview of how to help mentees write their own smart goals, allowing the menters to better understand mentees goals and building motivation.

https://www.ucop.edu/local-humanresources/ files/performance-

appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf (https://www.ucop.edu/local-human-

resources/_files/performance-

appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf)

Article: Self Reflection to enhance performance at work

This article gives an overview of techniques and questions to ask yourself which will help you reflect on your work and support your mentees doing the same.

Chttps://www.skillpacks.com/self-reflection-techniques/ (https://www.skillpacks.com/self-reflection-techniques/)

Materials

While working in the correctional system understanding the importance of diveristy, equity and inclusion is vital to address biases and ensure a fair treatment for both colleagues and incarcerated people.

Article: 12 Essential DEI Topics for the Workplace

While the article is not specific to the correctional services it highlights important topics to consider and gives tips for how to address DEI at the workplace.

https://training.safetyculture.com/blog/10-dei-topics/ (https://training.safetyculture.com/blog/10-dei-topics/) Knowledge: Understanding of the Career Opportunities within their Correctional System

Description:

A clear awareness of the different career paths available within the correctional system, including specialized roles, leadership opportunities, and professional development programs.

How to Gain:

- Research career advancement tracks within the correctional system.
- Speak with senior leadership about their career journeys.
- Research career development and leadership training sessions
- Explore secondment or cross-training opportunities in different prison roles.
- Stay informed about policy changes affecting promotions and transfers.

"Identify Mentee Talent" Attitudes

- Attitudes: Confidentiality and Trustworthiness

Description:

A commitment to maintaining privacy and handling sensitive information responsibly. A trustworthy mentor ensures that mentees feel safe to share their concerns, fostering an environment of honesty and integrity.

How to Assess:

- Confidentiality Case Study: Present the mentor with a scenario involving sensitive information and assess their approach to maintaining confidentiality.
- Ethical Dilemma Discussion: Pose ethical challenges related to trust and confidentiality and evaluate the mentor's reasoning and decision-making.
- Mentee Feedback: Gather anonymous feedback from mentees on their comfort in sharing personal challenges and whether they feel their trust is respected.

Ask Yourself:

- Does the mentor handle sensitive information with discretion?
- Do they create a safe space for open and honest discussions?
- Are they consistent in their words and actions, reinforcing trust?

Materials

To support your mentee in finding career development opportunities, here are some quick tips:

- Internal Resources: Direct your mentee to HR departments, the prison's intranet, and employee assistance programs for internal job openings, training, and promotions.
- Networking: Suggest they network with senior staff and iob shadow different roles to explore career paths.
- Professional Organizations & Online Resources:
 Encourage membership in professional organizations and explore online courses and webinars for skills development.
- Mentorship Programs: Help your mentee identify internal or external mentorship programs for career guidance.

By using these resources, your mentee can find valuable opportunities to grow within the system.

Materials

Building trust is vital to achieve an effective mentoring environment were mentees feel safe and encoranged to share their concerns. This is achieved both by strick handling of confidential and sensitive information and by creating an open and welcoming environment for mentees.

Tipsheet: This tipsheet gives insights to how to connect and build trust as a mentor. While it is mostly aimed at mentoring relationships with incarcerated individuals it has sections which can be applied to create positive mentoring relationships in general.

Mttps://d2leuf3vilid4d.cloudfront.net/-/media/18AAB4C47F01426493F735C51312A1EE.ashx?rev=571808C1C07CB72C9C5B0D85F18969A4(https://d2leuf3vilid4d.cloudfront.net/-/media/18AAB4C47F01426493F735C51312A1EE.ashx?rev=571808C1C07CB72C9C5B0D85F18969A4)

Presentation: Mentoring Toolkit step 2 (Jump to page 10 – Module 2: Confidentiality)

This resource gives a short summary of why confidentiality is crutial within mentoring of correctional staff, when confidentiality may or may not apply.

https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf (https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf) - Attitudes: Curiosity and Lifelong Learning

Description:

A mindset of continuous self-improvement and eagerness to explore new knowledge and perspectives. A curious mentor seeks to grow both personally and professionally and encourages mentees to do the same.

How to Assess:

- Self-Directed Learning Challenge: Have the mentor select a new topic to research and share their insights with others.
- Reflection on Learning Journeys: Ask the mentor to describe how they've grown over the years and what they are currently working to improve.
- Encouragement of Mentee Growth: Observe how the mentor fosters curiosity and learning in their mentees.

Ask Yourself:

- Does the mentor actively seek new learning opportunities?
- Do they encourage mentees to ask questions and explore new ideas?
- Are they open to feedback and willing to evolve?

Attitudes: Flexibility

Description:

The willingness to adapt to changing circumstances, mentee needs, and unexpected challenges. A flexible mentor adjusts their approach, remains open to feedback, and embraces new ways of thinking.

How to Assess:

- Scenario-Based Adaptability Test: Present a sudden change in a mentoring plan and evaluate how the mentor adjusts.
- Role-Reversal Exercise: Ask the mentor to take on the perspective of a mentee – how would they give themselves feedback on their flexibility?
- Feedback Implementation Review: Observe how the mentor responds to constructive feedback and adapts their behavior over time.

Ask Yourself:

- Can the mentor shift their approach based on mentee needs?
- Do they remain calm and solution-oriented when faced with change?
- Are they open to new ideas and continuous improvement?

- Materials

There is always new perspectives to explore or new knowledge to find, by carrying a mindset of lifelong learning mentors can not only continue to grow professionally but will also encourage mentees to seek continuous self improvement.

Article: How Knowledge Helps by Daniel T. Willingham This article highlights why it is important to keep learning and how it can help you not only through the knowledge uptained but also in your own personal development.

https://www.aft.org/ae/spring2006/willingham (https://www.aft.org/ae/spring2006/willingham)

- Materials

A sucessful mentor needs to be able to adapt to changing circumstances such as the different needs of mentees and unexpected challenges. This can be done though adjusting their mentoring approch, responding to feedback or embrasing new ways of thinking.

Article: Flexible Mentoring – How To Adapt to Your Mentee's Needs

While not specific to the correctional sector this article suggests ways for mentors to ensure that are adapting to their mentees needs using feedback mechanisms and setting clear goals.

https://www.ericlandmentoring.com/flexible-mentoring-how-to-adapt-to-your-mentees-needs/

(https://www.ericlandmentoring.com/flexible-mentoring-how-to-adapt-to-your-mentees-needs/)

Video: Be a Good Mentor by Being Flexible, Self-Aware, and Open to Learning: Joyell Arscott

This short video highlights the need to be flexible and what that means – to be open for learning and to identify mistakes or biases and address them.

Competency: "Measuring Mentee Performance & Impact"

Measuring a mentee's performance and impact requires mentors to use practical skills that enable them to track progress and evaluate growth effectively. These skills include goal setting, providing constructive feedback, and using objective metrics to assess achievements. A mentor's ability to establish clear expectations, monitor development over time, and offer actionable insights is essential for fostering continuous improvement. These skills are critical because they ensure mentees receive meaningful guidance while empowering them to refine their skills, maximize their potential, and contribute effectively to their professional environment.

"Measuring Mentee Performance & Impact" Skills

- Skill: Active Listening and Emotional Intelligence

Description:

The ability to listen attentively, understand mentee's personal and professional challenges and perspectives, and respond empathetically. This involves interpreting verbal and nonverbal cues, showing genuine interest, and fostering trust through understanding emotions.

How to Assess:

- Roleplay Exercise: Present a scenario where the candidate interacts with someone expressing concerns or emotions (e.g., a mentee discussing stress at work). Evaluate their ability to listen, ask clarifying questions, and respond empathetically.
- Behavioral Interview Questions: Ask about past experiences, such as "Can you describe a time when you had to navigate a difficult conversation and how you handled it?"
- Mentoring Session Review: Observe the mentor whilst offering constructive support during mentoring sessions.

Ask Yourself:

- Does the mentor actively listen to the mentee without interrupting?
- How often does the mentor validate the mentee's feelings or concerns?
- Can the mentor recall specific examples of a mentee's challenges?

- Materials

Reflective listening is a simple yet incredibly powerful technique that helps people feel understood and gain clarity about their own thoughts and emotions—an often underrated skill in communication:

VIDEO: Reflective Listening: How to Be a Good Listener (https://www.youtube.com/watch?v=eUtZk960Q_A)

VIDEO: How to actively listen to others I Scott Pierce I TEDxBirmingham (https://www.youtube.com/watch? v=Yq5pJ0q3xuc)

VIDEO: Prison Professor: Emotional Intelligence (https://prisonprofessors.com/psap-edovo/emotional-intelligence/)

- Skill: Behavioral Observation and Analysis

Description:

The ability to objectively observe, interpret, and analyze a mentee's behavior, identifying strengths, challenges, and underlying motivations. This includes recognizing nonverbal cues, workplace interactions, and patterns in performance to provide informed mentorship.

How to Assess:

- Silent Observation Task: Have the mentor observe a mentee interacting in a team setting (live or recorded) and then provide an analysis of their strengths, challenges, and potential growth areas.
- Pattern Recognition Challenge: Present the mentor with anonymized case studies of mentee behavior over time and ask them to identify trends and potential interventions.
- Spot the Change Exercise: Show a mentor two clips of the same mentee at different points in their development and ask them to describe the differences in confidence, engagement, and work approach.

Ask Yourself:

- Does the mentor notice patterns in the mentee's behavior over time?
- Can the mentor distinguish between surface-level behaviors and deeper underlying challenges?
- How well does the mentor use observations to guide mentoring strategies?

Materials

We do not only communcate using words, our nonverbal cues can be equally important. As a mentor the ability to analyse mentee's behaviour, identifying strengthes and challenges is an essential skill.

Article: Body Language and Nonverbal Communication
This article gives an idea of why nonverbal communication is
key and how to recognise nonverbal cues.

https://www.helpguide.org/relationships/communication/nonvercommunication

(https://www.helpguide.org/relationships/communication/nonverbacommunication)

- Skill: Benchmarking and Comparing Performance

Description:

The ability to evaluate a mentee's progress by comparing their performance against standards, past achievements, and peer benchmarks. This involves using fair and relevant criteria to track growth while ensuring comparisons remain constructive and development-focused.

How to Assess:

- Mentee Progress Report Challenge: Ask the mentor to create a structured report comparing a mentee's performance at different points in time and against a standard framework.
- Case Study Analysis: Provide real or fictional case studies of mentees at different levels and have the mentor analyze performance trends and suggest development strategies.
- Peer Comparison Exercise: Have the mentor compare multiple mentees' performance and evaluate how well they distinguish between fair benchmarking and unhelpful comparisons.

Ask Yourself:

- Does the mentor use benchmarking as a tool for growth rather than competition?
- How well do they identify meaningful performance metrics?
- Do they adapt benchmarks to individual mentee strengths and circumstances?

- Materials

Providing fair and relevant feedback and assessment of mentees allows for continous improvement. To ensure feedback remains relevant and constructive, use fair and relevant criteria and benchmarks.

Article: How to Set & Measure Mentoring Program Objectives

This article gives a step by step guide on how to create and measure objectives in a mentoring program.

https://chronus.com/blog/guide-measuring-mentoring-program-success (https://chronus.com/blog/guide-measuring-mentoring-program-success)

LinkedIn Blog: What are the most effective ways to evaluate a mentee's or coachee's performance?

This blog gives some tips for how to ensure evaulations of mentees remain fair and relevant.

€ https://www.linkedin.com/advice/1/what-most-effective-ways-evaluate-mentees-coachees-w8ysf

(https://www.linkedin.com/advice/1/what-most-effective-ways-evaluate-mentees-coachees-w8ysf)

- Skill: Critical Thinking and Analytical Skills

Description:

The ability to assess situations logically, evaluate different perspectives, and make informed decisions. This includes identifying patterns, weighing evidence, and approaching challenges with a problem-solving mindset to support mentees effectively.

How to Assess:

- Scenario-Based Analysis: Present the mentor with a complex workplace scenario and ask them to identify key issues, guide mentee's solutions, and justify their reasoning.
- Debate & Justification Exercise: Have the mentor defend a decision or analyze an alternative approach to a case study.
- Problem-Solving Challenge: Provide a real or hypothetical issue and evaluate how the mentor breaks down the problem, considers various perspectives, and arrives at a solution.

Ask Yourself:

- Does the mentor systematically analyze problems before making decisions?
- Can they justify their conclusions with clear reasoning and evidence?
- Do they encourage mentees to think critically and assess their own decisions?

- Materials

Critical thinking and analytical skills imply the ability to logically assess situations and use different perspectives to make informed decisions. Further developing these skills will allow mentors to communicate and adapt to better reach their mentees.

Article: Core Competencies and Jail Leadership

This text gives an overview both of why critical thinking is key when working in correctional institutions and how to practice critical thinking.

http://www.cipp.org/uploads/3/7/5/7/37578255/1_cccriticalthink (http://www.cipp.org/uploads/3/7/5/7/37578255/1_cccriticalthinking - Skill: Documentation and Record-Keeping

Description:

The ability to accurately document mentee progress, maintain confidentiality, and track key developments in the mentoring process. Effective documentation ensures continuity, accountability, and compliance with organizational policies.

How to Assess:

- Review of Sample Records: Have the mentor create or review sample documentation for accuracy, clarity, and completeness.
- Confidentiality Case Study: Present a scenario involving sensitive information and assess how the mentor ensures compliance with confidentiality policies.
- Consistency Check: Ask the mentor to track and update a mentee's progress over multiple sessions, ensuring consistent and structured record-keeping.

Ask Yourself:

- Are the mentor's records clear, structured, and useful for tracking progress?
- Do they follow legal and ethical guidelines for documentation?
- Are key details captured in a way that supports both the mentee's growth and institutional needs?

- Materials

Maintaining professional documentation and record-keeping of mentees' progress allows for better continuity and accountability. This includes maintaining confidentiality as well as effective documentation.

LinkedIn Blog: What are the best practices for documenting your mentoring sessions?

This blog gives a quick overview of when and what to document as well as who to share it with and other aspects to keep in mind.

Ohttps://www.linkedin.com/advice/0/what-best-practices-documenting-your-mentoring (https://www.linkedin.com/advice/0/what-best-practices-documenting-your-mentoring)

Article: Reseach Matters: The Ethics of Keeping Records in Coaching

This article gives an overview of what to think about and questions to ask to ensure taking into account ethical considerations when record-keeping.

Chttps://www.coaching-at-work.com/2022/06/29/research-matters-the-ethics-of-keeping-records-in-coaching/ (https://www.coaching-at-work.com/2022/06/29/research-matters-the-ethics-of-keeping-records-in-coaching/)

- Skill: Goal Setting and Development Planning

Description:

The ability to help mentees set realistic, meaningful goals and create structured plans to achieve them. This includes aligning goals with professional development, breaking them into actionable steps, and adjusting plans based on progress.

How to Assess:

- SMART Goal Exercise: Ask the mentor to help a mentee set a goal using the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) framework.
- Progress Mapping Task: Have the mentor outline a development plan for a hypothetical mentee, including milestones and strategies.
- Goal-Tracking Simulation: Observe how the mentor follows up on set goals, adjusts strategies, and keeps mentees accountable.

Ask Yourself:

- Does the mentor help mentees set clear, achievable, and meaningful goals?
- Can they break goals into actionable steps and track progress?
- Do they provide support and motivation to help mentees stay committed?

Materials

Setting realistic and meaningful goals will encourage motivation for mentees, and if they are coupled with a structured plan to achieve them will facilitate development and improvement.

Article: Examples of mentoring goals and how to set them

This article both gives an overview of how to set goals and examples of mentoring targets. It also includes a plan of how to follow through and achieve the goals.

Ohttps://www.femmepalette.com/blog-posts/how-to-set-mentoring-goals (https://www.femmepalette.com/blog-posts/how-to-set-mentoring-goals)

Guide: Creating a Personal Development Plan with Your Mentor

This is a simple and basic guide of how to create a development plan – instructions for mentors and mentees.

Ohttps://www.thrivewithmentoring.com/blog/creating-apersonal-development-plan-with-your-mentor (https://www.thrivewithmentoring.com/blog/creating-a-personaldevelopment-plan-with-your-mentor) - Skill: Motivation and Encouragement

Description:

The ability to inspire and sustain a mentee's motivation by recognizing achievements, providing meaningful encouragement, and helping them build confidence in their abilities. This involves understanding different motivational drivers and adapting approaches accordingly.

How to Assess:

- Personalized Motivation Plan: Ask the mentor to create a motivation strategy for a hypothetical mentee with different personality traits and challenges.
- Encouragement Timing Exercise: Present different mentee scenarios and assess when and how the mentor would provide encouragement (e.g., during struggles, after successes, or at transition points).
- Real-time Encouragement Observation: Observe a mentoring session and assess whether the mentor effectively identifies and reinforces the mentee's progress and effort.

Ask Yourself:

- Does the mentor recognize and reinforce progress appropriately?
- How well do they tailor encouragement to different mentee personalities?
- Does their encouragement feel genuine and specific rather than generic praise?

- Materials

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Article: Counterfactual Thinking in Mentoring: Unlocking Motivation

This article gives an summary of how Counterfactual Thinking techniques can be used to inspire and motivate mentees.

https://mentorloop.com/blog/counterfactual-thinking/ (https://mentorloop.com/blog/counterfactual-thinking/) - Skill: Performance Assessment and Feedback

Description:

The ability to assess a mentee's performance objectively and provide structured, actionable feedback. This includes balancing positive reinforcement with constructive criticism, ensuring feedback is clear, fair, and fosters improvement.

How to Assess:

- Live Feedback Session: Ask the mentor to provide constructive feedback on a mentee's recent performance while being observed. Evaluate clarity, tone, and actionability.
- "Bad vs. Good Feedback" Review: Present the mentor with examples of poorly given feedback and well-structured feedback, then ask them to analyze the differences and improve the bad examples.
- Feedback Role Reversal: Have the mentor receive constructive criticism from someone else and assess how they respond, as this can indicate their ability to give feedback effectively.

Ask Yourself:

- Does the mentor balance positive reinforcement with areas for improvement?
- Is their feedback specific, actionable, and focused on development?
- Do they deliver feedback in a way that motivates rather than discourages the mentee?

- Materials

The ability of mentors to provide clear, objective and useful feedback has a big effect on mentees improvement and motivation. Giving feedback is both, a way to communicate constructive critisms of mentees' performance and a way to motivate mentees through positive reinforcement.

Toolkit: Mentoring Toolkit Step 2: Mentor Recruitment and Training (Module 4, page 15-17)

This toolkit gives a summary of important aspects to take into account while giving feedback and provides example exercises.

https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf
(https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf)

- Skill: Time Management and Prioritization

Description:

The ability to effectively manage time, balance responsibilities, and help mentees develop strong prioritization skills. This includes setting deadlines, distinguishing between urgent and important tasks, and promoting efficiency.

How to Assess:

- Task Prioritization Exercise: Give the mentor a list
 of tasks and ask them to prioritize them based on
 urgency and importance.
- Time Audit Review: Have the mentor track their own or a mentee's time usage and identify areas for improvement.
- Efficiency Challenge: Present a time-sensitive scenario and evaluate how the mentor organizes tasks to meet deadlines effectively.

Ask Yourself:

- Can the mentor prioritize tasks effectively and help mentees do the same?
- Do they model and promote good time management strategies?
- Are they able to adapt when schedules or priorities change?

- Materials

How can you teach mentees to set deadlines and prioritise between two urgent tasks? This requires the ability to effectively time manage and balance responsibilities.

Article: Mastering Time Management: A Mentor's Guide

This article both highlights why time management is key and gives strategies to help develop better time management skills.

https://www.sfgmentornet.com/time-management/
(https://www.sfgmentornet.com/time-management/)

Toolkit:12 time management tools and techniques that actually work

This toolkit gives a list of techniques to help with time management and prioritisation, as well as giving some applications to help structure work.

Phttps://www.timedoctor.com/blog/time-management-toolsand-techniques/ (https://www.timedoctor.com/blog/timemanagement-tools-and-techniques/)

"Measuring Mentee Performance & Impact" Knowledge

- Knowledge: Community Resources Knowledge

Description:

Familiarity with external support services available to prison officers, including mental health resources, counseling services, and financial aid. Understanding how these resources can assist officers and what criteria they may need to fulfill to access them.

How to Gain:

- Research community-based organizations that support correctional staff.
- Build relationships with social workers & psychologists in your facility.
- Create a resource list that can be shared with mentees.
- Engage with occupational health experts to understand opportunities.

- Materials

Understanding and utilizing community resources is essential for mentors to support their mentees effectively. This includes identifying local programs, support networks, and external organizations that can provide valuable services to incarcerated individuals, their families, and correctional staff.

Explore MOBI Tools for Community Engagement to learn about different community engagement initiatives in the criminal justice system. These tools provide resources for supporting both offenders and correctional staff through external community involvement and collaboration. http://mobinitiative.org/category/other-sources-of-relevant-information/ (http://mobi-initiative.org/category/other-sources-of-relevant-information/)

Research local community-based programs, reintegration services, and mental health support groups that can enhance the reentry process for inmates and provide ongoing support for staff in managing their well-being.

Knowledge: Career counseling & vocational skills programs

Description:

An understanding of career development opportunities within and outside the correctional system. This includes vocational training programs, skill-building initiatives, and professional development resources that help officers grow in their careers.

How to Gain:

- · Speak with career counselors in your facility or region.
- Research internal and external training programs for career advancement.
- Attend career development workshops and conferences.
- Stay updated on new certifications and leadership opportunities in corrections.
- Knowledge: Feedback Models & Self-assessment Techniques

Description:

Understanding structured approaches to giving and receiving feedback effectively. This includes models like the SBI (Situation-Behavior-Impact) and the Pendleton Model, as well as self-assessment techniques to improve personal and professional growth.

How to Gain:

- Study feedback frameworks like SBI, BOOST, and Pendleton's Model.
- Practice self-reflection through journaling or structured self-evaluations.
- Seek feedback from peers, supervisors, and mentees to refine skills and understand real-life application.
- Participate in training sessions on constructive feedback techniques.
- Use 360-degree feedback tools for comprehensive self-assessment.

Materials

As a mentor, understanding career counseling and vocational skills programmes is vital in supporting the professional growth of newly recruited prison officers. You can guide your mentees to take advantage of resources that offer vocational training and career development within the correctional system.

VOLPRIS: Volunteer Coordinator Training Course

This training course developed by VOLPRIS focuses on upskilling prison staff as Volunteer Coordinators. It provides tools and resources for recruiting and retaining volunteers within prisons, which can be beneficial for both officers and the individuals in their care. As a mentor, you can leverage this knowledge to support your mentees in building career paths, enhancing their skills, and fostering partnerships with external volunteers to broaden the efforts within the correctional facility.

A https://volprison.eu/tools/ (https://volprison.eu/tools/)

Materials

Being able to give good feedback is key to encouraging and motivating mentees. Additionally, self-assessment techniques allow for independent improvement and professional growth.

Article: Effective Self Evaluation Techniques: The Comprehensive Guide

This article provides insights to what self assessments can entail and provides a guide for how to do them – and teach mentees.

♦ https://www.usebubbles.com/blog/effective-self-evaluation-techniques-guide?

 $utm_medium=organic\&utm_source=www.google.com\&utm_conteself-evaluation-techniques-guide$

(https://www.usebubbles.com/blog/effective-self-evaluation-techniques-guide?

utm_medium=organic&utm_source=www.google.com&utm_conte self-evaluation-techniques-guide)

Article: The Situation-Behavior-Impact Feedback Tool
This article provides a summary and examples of how to use
the SBI feedback model.

https://www.mindtools.com/ay86376/the-situation-behavior-impact-feedback-tool (https://www.mindtools.com/ay86376/the-situation-behavior-impact-feedback-tool)

- Knowledge: Interview Techniques

Description:

Mastering effective interviewing skills for different purposes, such as recruitment, performance reviews, and investigative interviews. This includes question structuring, active listening, and nonverbal communication techniques.

How to Gain:

- Study different interview formats (behavioral, competency-based, investigative).
- Observe or participate in mock interviews to develop questioning skills.
- Learn about psychological principles in interviewing, such as rapport-building.
- Attend workshops or courses on effective interviewing techniques.
- Analyze real-life interview recordings for best practices and common pitfalls.

Knowledge: Career counseling & vocational skills programs

Description:

An understanding of career development opportunities within and outside the correctional system. This includes vocational training programs, skill-building initiatives, and professional development resources that help officers grow in their careers.

How to Gain:

- · Speak with career counselors in your facility or region.
- Research internal and external training programs for career advancement.
- Attend career development workshops and conferences.
- Stay updated on new certifications and leadership opportunities in corrections.

- Materials

Understanding how to interview people is valuable in many situations, such as recruitment, performance reviews and even to gain information through investigative interviews.

Video: How to Conduct an Interview Effectively (5-Step Structure & Questions for Job Interviews)

This video is a useful guide for how to conduct a recruitment interview.

https://www.youtube.com/watch?v=OPQM-_kzJVE (https://www.youtube.com/watch?v=OPQM-_kzJVE)

Article: 10 Tips To Give Useful Performance Reviews (With Examples)

The article gives tips and examples of how to conduct effective performance interviews, including a quick video.

Chttps://www.indeed.com/career-advice/career-development/giving-performance-feedback (https://www.indeed.com/career-advice/career-development/giving-performance-feedback)

Materials

As a mentor, understanding career counseling and vocational skills programmes is vital in supporting the professional growth of newly recruited prison officers. You can guide your mentees to take advantage of resources that offer vocational training and career development within the correctional system.

VOLPRIS: Volunteer Coordinator Training Course

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A https://volprison.eu/tools/ (https://volprison.eu/tools/)

 Knowledge: Performance Metrics and Evaluation Techniques

Description:

Understanding how to measure and assess performance effectively using key performance indicators (KPIs), qualitative assessments, and structured evaluation frameworks.

How to Gain:

- Research common performance evaluation methods in corrections.
- Learn about SMART goals and their role in performance management.
- Explore tools like competency frameworks, 360degree reviews, and self-assessments.
- Attend training on performance measurement and improvement strategies.
- Engage in data-driven decision-making by analyzing trends in evaluation reports.
- Knowledge: Psychological Understanding of Motivation

Description:

An understanding of what drives and sustains motivation in individuals, particularly in a high-stress work environment. This includes recognizing intrinsic and extrinsic motivators and applying techniques to enhance motivation and engagement among prison staff.

How to Gain:

- Study psychological theories of motivation, such as Self-Determination Theory.
- Observe what motivates colleagues and mentees in the workplace.
- Attend training on leadership and employee engagement.
- · Research external leadership courses.
- Engage in reflective practice to understand personal motivation triggers.
- Learn strategies to cultivate resilience and perseverance in high-pressure environments.

Materials

As a mentor it is vital to be able to assess performance effectively, this allows for continuos improvement and feedback.

Blogpost: KPIs: Best Practices to Set Up, Measure, and Track Them Effectively

This post gives an overview of what Key Performance Indicators are, how to set them up as well as how to folow through and track progess.

https://www.clearpointstrategy.com/blog/key-performance-indicators (https://www.clearpointstrategy.com/blog/key-performance-indicators)

- Materials

What drives and sustains motivations? Understanding this is the key to unlocking potential and efficient teaching.

Blogpost: Psychological Assessment Tools for Motivation

This text gives a summary and guidelines to a number of tools which can be used to understand the psychology behind motivation.

https://quenza.com/blog/psychological-assessment-tools-formotivation/ (https://quenza.com/blog/psychologicalassessment-tools-for-motivation/)

Article: Psychological Insights into Team Motivation: What Drives Team Success?

This article firstly gives an overview of the science behind motivation before outlining a set of techniques of how this can be utilised in mentoring practices.

https://www.4leafperformance.com/psychological-insights-into-team-motivation-what-drives-team-success/ (https://www.4leafperformance.com/psychological-insights-into-team-motivation-what-drives-team-success/) Knowledge: Techniques for self-reflection, goal setting, and personal growth

Description:

The ability to assess personal and professional progress, set meaningful goals, and develop a continuous growth mindset. This fosters resilience and self-awareness in both the mentor and the mentee.

How to Gain:

- Keep a reflective journal to track progress and challenges.
- Resarch and integrate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals in your toolkit
- Engage in professional development activities and mentorship.
- Participate in peer discussions about career aspirations and challenges.

Knowledge: Training in Diversity, Equity, and Inclusion (DEI)

Description:

Understanding the importance of inclusivity and equity in the correctional system. This includes recognizing biases, fostering a supportive work environment, and ensuring fair treatment for all colleagues and incarcerated people.

How to Gain:

- Participate in DEI training programs within the correctional system.
- Engage in discussions on cultural competence and unconscious bias.
- Read about case studies on diversity challenges in law enforcement.
- Advocate for inclusive policies and practices in the workplace.
- Research conflict resolution strategies to manage diverse team dynamics.
- · Speak to your local DEI expert.

- Materials

Understanding how to set your own goals and practise selfreflection will help you continue to grow and will foster resilience and self-awareness helping both as a mentor and a mentee.

Toolkit: SMART Goals: A How to Guide

This toolkit gives an overview of how to help mentees write their own smart goals, allowing the menters to better understand mentees goals and building motivation.

♦ https://www.ucop.edu/local-human-

resources/_files/performance-

appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf (https://www.ucop.edu/local-human-

resources/_files/performance-

appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf)

Article: Self Reflection to enhance performance at work

This article gives an overview of techniques and questions to ask yourself which will help you reflect on your work and support your mentees doing the same.

Chttps://www.skillpacks.com/self-reflection-techniques/ (https://www.skillpacks.com/self-reflection-techniques/)

- Materials

While working in the correctional system understanding the importance of diveristy, equity and inclusion is vital to address biases and ensure a fair treatment for both colleagues and incarcerated people.

Article: 12 Essential DEI Topics for the Workplace

While the article is not specific to the correctional services it highlights important topics to consider and gives tips for how to address DEI at the workplace.

https://training.safetyculture.com/blog/10-dei-topics/ (https://training.safetyculture.com/blog/10-dei-topics/)

"Measuring Mentee Performance & Impact" Attitudes

- Attitudes: Accountability

Description:

A strong sense of responsibility for one's actions, commitments, and impact on others. A mentor with accountability follows through on promises, admits mistakes, and models ethical behavior.

How to Assess:

- Commitment Tracking: Review how consistently the mentor follows through on scheduled meetings and responsibilities.
- Ownership of Mistakes Exercise: Present a situation where the mentor makes an error and evaluate how they acknowledge and rectify it.

Ask Yourself:

- Does the mentor take responsibility for their actions and commitments?
- Do they acknowledge mistakes and take steps to improve?
- Are they reliable and consistent in their support for mentees?
- Attitudes: Confidentiality and Trustworthiness

Description:

A commitment to maintaining privacy and handling sensitive information responsibly. A trustworthy mentor ensures that mentees feel safe to share their concerns, fostering an environment of honesty and integrity.

How to Assess:

- Confidentiality Case Study: Present the mentor with a scenario involving sensitive information and assess their approach to maintaining confidentiality.
- Ethical Dilemma Discussion: Pose ethical challenges related to trust and confidentiality and evaluate the mentor's reasoning and decision-making.
- Mentee Feedback: Gather anonymous feedback from mentees on their comfort in sharing personal challenges and whether they feel their trust is respected.

Ask Yourself:

- Does the mentor handle sensitive information with discretion?
- Do they create a safe space for open and honest discussions?
- Are they consistent in their words and actions, reinforcing trust?

- Materials

Being able to take accountability of one's own actions and potential impacts one might have on others builds a sense of trust and security. As a mentor this is key to building a positive mentoring environment.

Article: How to make accountability a core part of your workplace culture

This article both highlights why accountability is important at work and gives clear changes that can be implemented to become more accountable and encourage others to do the same

Ohttps://www.spinach.ai/blog/management-skills/createculture-accountability-workplace

(https://www.spinach.ai/blog/management-skills/create-culture-accountability-workplace)

C: Video: This video speaks about how thinking about ourselves influences our actions and inactions.

Materials

Building trust is vital to achieve an effective mentoring environment were mentees feel safe and encoranged to share their concerns. This is achieved both by strick handling of confidential and sensitive information and by creating an open and welcoming environment for mentees.

Tipsheet: This tipsheet gives insights to how to connect and build trust as a mentor. While it is mostly aimed at mentoring relationships with incarcerated individuals it has sections which can be applied to create positive mentoring relationships in general.

https://d2leuf3vilid4d.cloudfront.net/-/media/18AAB4C47F01426493F735C51312A1EE.ashx? rev=571808C1C07CB72C9C5B0D85F18969A4 (https://d2leuf3vilid4d.cloudfront.net/-/media/18AAB4C47F01426493F735C51312A1EE.ashx? rev=571808C1C07CB72C9C5B0D85F18969A4)

Presentation: Mentoring Toolkit step 2 (Jump to page 10 – Module 2: Confidentiality)

This resource gives a short summary of why confidentiality is crutial within mentoring of correctional staff, when confidentiality may or may not apply.

https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf (https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf)

Attitudes: Constructive Mindset

Description:

A focus on solutions, growth, and positive reinforcement. A mentor with a constructive mindset helps mentees navigate challenges, reframe setbacks as learning opportunities, and foster resilience.

How to Assess:

- Problem-Solving Roleplay: Present the mentor with a difficult situation and observe how they guide the mentee toward a constructive resolution.
- Reframing Exercise: Ask the mentor to turn a mentee's perceived failure into a growth opportunity.
- Observation of Feedback Style: Assess whether the mentor provides criticism in a way that is supportive and encourages development.

Ask Yourself:

- Does the mentor approach challenges with a problemsolving attitude?
- Do they help mentees find positive takeaways from difficult experiences?
- Are they solution-oriented rather than dwelling on negativity?

- Materials

Having a constructive mindset will allow a mentor to be resilient and navigate mentees' challenges and setbacks. This should be done by focusing on solutions and growth.

Article: 7 Strategies for Developing a Constructive Mindset

This article gives some quick tips for how you can start to develop a constructive mindset.

Chttps://www.artihalai.com/7-strategies-for-developing-aconstructive-mindset/ (https://www.artihalai.com/7-strategiesfor-developing-a-constructive-mindset/) - Attitudes: Cultural Sensitivity and Open-mindedness

Description:

The ability to appreciate diverse perspectives, respect cultural differences, and remain open to new ideas. A culturally sensitive mentor fosters an inclusive environment and adapts their approach to support mentees from different backgrounds.

How to Assess:

- Perspective-Taking Exercise: Present the mentor with a case study featuring a cultural misunderstanding and assess their approach to resolving it.
- Implicit Bias Reflection: Have the mentor engage in self-assessment exercises to explore their biases and strategies to counteract them.
- Cross-Cultural Dialogue: Observe how the mentor interacts with individuals from diverse backgrounds, ensuring inclusivity and respect.

Ask Yourself:

Does the mentor demonstrate respect for different perspectives and cultures?

- Are they willing to adapt their mentoring style to fit diverse needs?
- Do they encourage mentees to share and celebrate their own backgrounds and experiences?

Materials

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https://d2leuf3vilid4d.cloudfront.net/-/media/18AAB4C47F01426493F735C51312A1EE.ashx? rev=571808C1C07CB72C9C5B0D85F18969A4 (https://d2leuf3vilid4d.cloudfront.net/-/media/18AAB4C47F01426493F735C51312A1EE.ashx? rev=571808C1C07CB72C9C5B0D85F18969A4)

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© https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf (https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf)

Attitudes: Flexibility

Description:

The willingness to adapt to changing circumstances, mentee needs, and unexpected challenges. A flexible mentor adjusts their approach, remains open to feedback, and embraces new ways of thinking.

How to Assess:

- Scenario-Based Adaptability Test: Present a sudden change in a mentoring plan and evaluate how the mentor adjusts.
- Role-Reversal Exercise: Ask the mentor to take on the perspective of a mentee – how would they give themselves feedback on their flexibility?
- Feedback Implementation Review: Observe how the mentor responds to constructive feedback and adapts their behavior over time.

Ask Yourself:

- Can the mentor shift their approach based on mentee needs?
- Do they remain calm and solution-oriented when faced with change?
- Are they open to new ideas and continuous improvement?

- Attitudes: Patience

Description:

The ability to remain calm and supportive even when progress is slow or setbacks occur. A patient mentor understands that growth takes time and provides encouragement without frustration.

How to Assess:

- Difficult Mentee Scenario: Simulate a situation where a mentee struggles with progress and assess how the mentor responds.
- Long-Term Support Observation: Track how the mentor continues to support a mentee over an extended period.

Ask Yourself:

- Does the mentor remain supportive even when progress is slow?
- Are they able to manage frustration and maintain a calm demeanor?
- Do they create a pressure-free environment that allows mentees to grow at their own pace?

- Materials

A sucessful mentor needs to be able to adapt to changing circumstances such as the different needs of mentees and unexpected challenges. This can be done though adjusting their mentoring approch, responding to feedback or embrasing new ways of thinking.

Article: Flexible Mentoring – How To Adapt to Your Mentee's Needs

While not specific to the correctional sector this article suggests ways for mentors to ensure that are adapting to their mentees needs using feedback mechanisms and setting clear goals.

 $\begin{tabular}{ll} \diamondsuit https://www.ericlandmentoring.com/flexible-mentoring-how-to-adapt-to-your-mentees-needs/ \end{tabular}$

(https://www.ericlandmentoring.com/flexible-mentoring-how-to-adapt-to-your-mentees-needs/)

☼Video: Be a Good Mentor by Being Flexible, Self-Aware, and Open to Learning: Joyell Arscott

This short video highlights the need to be flexible and what that means – to be open for learning and to identify mistakes or biases and address them.

- Materials

Challenges and mistakes are going to occur: A good mentor needs to have patience to remain calm, supportive and take time to address upcoming problems.

Article: 5 Powerful Ways Leaders Practice Patience

This article firstly highlights why being patient as a leader is important before giving five easy steps to follow to become more patient.

Phttps://www.forbes.com/sites/glennllopis/2013/06/03/5-powerful-ways-leaders-practice-patience/ (https://www.forbes.com/sites/glennllopis/2013/06/03/5-

powerful-ways-leaders-practice-patience/)

Competency: "Problem-Solving & Reflective Practice"

Problem-solving and reflective practice require mentors to possess practical skills that enable them to support mentees in overcoming challenges and fostering continuous growth. These skills include analytical thinking, active listening, and the ability to ask constructive questions to develop effective solutions. A mentor's ability to encourage mentees to analyze problems independently, consider different perspectives, and learn from experiences is essential for their professional and personal development. These skills are critical because they empower mentees to become resilient and self-reflective professionals who approach challenges proactively and with a solution-oriented mindset.

"Problem-Solving & Reflective Practice" Skills

- Skill: Active Listening and Emotional Intelligence

Description:

The ability to listen attentively, understand mentee's personal and professional challenges and perspectives, and respond empathetically. This involves interpreting verbal and nonverbal cues, showing genuine interest, and fostering trust through understanding emotions.

How to Assess:

- Roleplay Exercise: Present a scenario where the candidate interacts with someone expressing concerns or emotions (e.g., a mentee discussing stress at work). Evaluate their ability to listen, ask clarifying questions, and respond empathetically.
- Behavioral Interview Questions: Ask about past experiences, such as "Can you describe a time when you had to navigate a difficult conversation and how you handled it?"
- Mentoring Session Review: Observe the mentor whilst offering constructive support during mentoring sessions.

Ask Yourself:

- Does the mentor actively listen to the mentee without interrupting?
- How often does the mentor validate the mentee's feelings or concerns?
- Can the mentor recall specific examples of a mentee's challenges?

- Materials

Reflective listening is a simple yet incredibly powerful technique that helps people feel understood and gain clarity about their own thoughts and emotions—an often underrated skill in communication:

VIDEO: Reflective Listening: How to Be a Good Listener (https://www.youtube.com/watch?v=eUtZk960Q_A)

VIDEO: How to actively listen to others I Scott Pierce I TEDxBirmingham (https://www.youtube.com/watch? v=Yq5pJ0q3xuc)

VIDEO: Prison Professor: Emotional Intelligence (https://prisonprofessors.com/psap-edovo/emotional-intelligence/)

- Skill: Behavioral Observation and Analysis

Description:

The ability to objectively observe, interpret, and analyze a mentee's behavior, identifying strengths, challenges, and underlying motivations. This includes recognizing nonverbal cues, workplace interactions, and patterns in performance to provide informed mentorship.

How to Assess:

- Silent Observation Task: Have the mentor observe a mentee interacting in a team setting (live or recorded) and then provide an analysis of their strengths, challenges, and potential growth areas.
- Pattern Recognition Challenge: Present the mentor with anonymized case studies of mentee behavior over time and ask them to identify trends and potential interventions.
- Spot the Change Exercise: Show a mentor two clips of the same mentee at different points in their development and ask them to describe the differences in confidence, engagement, and work approach.

Ask Yourself:

- Does the mentor notice patterns in the mentee's behavior over time?
- Can the mentor distinguish between surface-level behaviors and deeper underlying challenges?
- How well does the mentor use observations to guide mentoring strategies?

Materials

We do not only communcate using words, our nonverbal cues can be equally important. As a mentor the ability to analyse mentee's behaviour, identifying strengthes and challenges is an essential skill.

Article: Body Language and Nonverbal Communication
This article gives an idea of why nonverbal communication is
key and how to recognise nonverbal cues.

https://www.helpguide.org/relationships/communication/nonvercommunication

(https://www.helpguide.org/relationships/communication/nonverbacommunication)

- Skill: Clear Communication and Guidance

Description:

The ability to provide concise and actionable directions, ensuring clarity in conversations. Signposting involves breaking down complex ideas into understandable steps and guiding others toward resources or solutions.

How to Assess:

- Task Simulation: Provide a written or verbal exercise
 where the mentor must explain a process or guide
 someone through a hypothetical situation (e.g.,
 onboarding a new team member). The mentor knows
 and shares relevant resources for work-life balance
 and directs mentees to appropriate contacts.
- Observation of Teaching/Explaining: Give a workrelated topic or task and assess how effectively they explain it to a new recruit, ensuring the listener understands. Asking for a correct description by the new recruit afterwards.

Ask Yourself:

- Can the mentor name at least three resources or contacts as support avenues?
- How effectively does the mentor direct mentees to appropriate resources?
- Has the mentor demonstrated knowledge of both internal and external support options?

- Materials

Delivering clear and actionable instructions is essential for effective communication. This involves simplifying complex concepts into manageable steps and guiding individuals toward appropriate resources or solutions. In the following materials, you learn some communication best practices and dive into the TEDx Talk, "You are Contagious," where Vanessa Van Edwards emphasizes the profound impact of nonverbal communication on how others perceive us.

ARTICLE: "How to Improve Correctional Communications with T.A.P."

This article introduces the T.A.P. (Tone, Atmosphere, and Professionalism) method, a structured approach to improving communication with both incarcerated individuals and prison staff. It provides practical strategies for maintaining control, fostering respect, and ensuring messages are delivered effectively in correctional settings. A must-read for mentors looking to enhance their verbal and nonverbal communication skills.

Read here: https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/ (https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/)

VIDEO: "The Power of Listening" & VIDEO: You are contagious I Vanessa Van Edwards I TEDxLondon

Clear communication isn't just about speaking—it's also about listening. These videos explore the importance of active listening, highlighting how it builds trust, prevents misunderstandings, and fosters meaningful dialogue. For mentors guiding newly recruited prison officers, mastering this skill ensures effective support and guidance in high-pressure environments.

Watch here: https://www.youtube.com/watch? v=saXfavo10Qo (https://www.youtube.com/watch? v=saXfavo10Qo) & https://www.youtube.com/watch? v=cef35Fk7YD8 (https://www.youtube.com/watch? v=cef35Fk7YD8)

- Skill: Collaboration and Teamwork

Description:

The ability to work effectively with others, foster positive team dynamics, and encourage cooperative problemsolving. A good mentor should model strong interpersonal skills and support mentees in navigating workplace relationships.

How to Assess:

- Team Project Participation: Have the mentor engage in a collaborative task with other mentors and assess how they contribute, communicate, and support others.
- Conflict Resolution Scenario: Present a team conflict and evaluate how the mentor navigates the situation to maintain collaboration.
- 360-Degree Feedback: Gather feedback from colleagues and mentees on the mentor's teamwork and cooperation skills.

Ask Yourself:

- Does the mentor promote teamwork and inclusion in their interactions?
- Do they encourage mentees to engage with colleagues and build positive relationships?
- Can they handle conflicts and differing opinions constructively?

- Materials

Understanding the value of community and cooperation is a fundamental skill of a good mentor, allowing for effective work with others, positive team dynamics and helping navigating mentees through workplace relationships.

Article: Collaboration in the workplace: 11 ways to boost your team's performance

This article gives a set of strategies which can be employed to encourage better collaboration within a team.

https://asana.com/resources/collaboration-in-the-workplace (https://asana.com/resources/collaboration-in-the-workplace)

Article: 6 ways to improve your collaboration skills
Everyone can improve their teamworking skills. This article
gives six considerations to support you in improving your
collaboration skills.

https://getmarlee.com/blog/collaboration-skills (https://getmarlee.com/blog/collaboration-skills)

Skill: Conflict Resolution

Description:

The ability to manage and resolve conflicts in a constructive manner, helping the mentee navigate workplace disputes and tensions. This involves identifying the root cause of conflicts, facilitating open communication, and guiding the mentee toward solutions that foster positive working relationships.

How to Assess:

- Conflict Role-Switching Exercise: Have the mentor play both sides of a workplace conflict scenario.
 Assess their ability to see multiple perspectives and propose fair resolutions.
- Live Mediation Test: Put the mentor in a real-time mediation scenario (e.g., a simulated disagreement between two mentees) and assess their ability to deescalate tension and guide them toward resolution.
- Silent Observer Challenge: Have the mentor observe a recorded or live interaction involving a disagreement and write down observations on the underlying issues, emotions involved, and potential resolutions. Compare their analysis with best practices.

Ask Yourself:

- Does the mentor help the mentee see different perspectives during conflicts?
- How well does the mentor manage their own and others' emotions in high-tension situations?
- Does the mentor guide the mentee toward long-term solutions instead of quick fixes?

- Materials

The following resources equip mentors with essential conflict resolution strategies, ensuring they can help new officers navigate challenges professionally and maintain a positive work environment.

ARTICLE: "In Case of Conflict with Colleagues or Partners" (UNHCR)

This resource provides a practical approach to resolving workplace conflicts, focusing on self-awareness, communication strategies, and mediation techniques. It outlines steps to de-escalate tensions, understand different perspectives, and work towards constructive solutions—valuable skills for mentors supporting new prison officers in high-stress environments.

☐ Read here: https://emergency.unhcr.org/staffemergencies/health-and-wellbeing/case-conflict-colleagues-orpartners (https://emergency.unhcr.org/staff-emergencies/healthand-wellbeing/case-conflict-colleagues-or-partners)

VIDEO: "Changing the Prison Communication Model"

In this TEDx talk, Martin Heumann shares insights from over two decades of experience working with inmates in Minnesota's maximum-security prison. He discusses innovative approaches to communication that have proven effective in reaching violent offenders, emphasizing the importance of empathy and understanding in transforming inmate behavior. This video is valuable for mentors seeking to improve communication strategies within correctional facilities.

Watch here: https://www.youtube.com/watch? v=8Fo58AmSXgQ (https://www.youtube.com/watch? v=8Fo58AmSXqQ) - Skill: Critical Thinking and Analytical Skills

Description:

The ability to assess situations logically, evaluate different perspectives, and make informed decisions. This includes identifying patterns, weighing evidence, and approaching challenges with a problem-solving mindset to support mentees effectively.

How to Assess:

- Scenario-Based Analysis: Present the mentor with a complex workplace scenario and ask them to identify key issues, guide mentee's solutions, and justify their reasoning.
- Debate & Justification Exercise: Have the mentor defend a decision or analyze an alternative approach to a case study.
- Problem-Solving Challenge: Provide a real or hypothetical issue and evaluate how the mentor breaks down the problem, considers various perspectives, and arrives at a solution.

Ask Yourself:

- Does the mentor systematically analyze problems before making decisions?
- Can they justify their conclusions with clear reasoning and evidence?
- Do they encourage mentees to think critically and assess their own decisions?

- Materials

Critical thinking and analytical skills imply the ability to logically assess situations and use different perspectives to make informed decisions. Further developing these skills will allow mentors to communicate and adapt to better reach their mentees.

Article: Core Competencies and Jail Leadership

This text gives an overview both of why critical thinking is key when working in correctional institutions and how to practice critical thinking.

http://www.cipp.org/uploads/3/7/5/7/37578255/1_cccriticalthink (http://www.cipp.org/uploads/3/7/5/7/37578255/1_cccriticalthinking - Skill: Encouraging Continuous Learning

Description:

The ability to promote a mindset of lifelong learning, helping mentees stay curious, seek new knowledge, and embrace growth opportunities. This includes guiding mentees to training resources, fostering self-improvement, and adapting to new challenges.

How to Assess:

- Learning Plan Development: Ask the mentor to create a personalized learning plan for a mentee, including training opportunities and skill-building activities
- Self-Development Challenge: Assess how the mentor engages in their own continuous learning and models this behavior for their mentees.
- Knowledge Sharing Session: Have the mentor present or share a new skill or insight with others to evaluate their engagement with ongoing learning.

Ask Yourself:

- Does the mentor actively seek knowledge and encourage mentees to do the same?
- Can they identify and recommend useful learning resources?
- Do they model a positive attitude toward growth and development?
- Skill: Self-awareness & Reflective Practice

Description:

The ability to recognize one's own strengths, biases, and areas for improvement, as well as fostering a growth mindset in both themselves and their mentee. This involves engaging in self-reflection, being open to feedback, and continuously improving one's mentoring approach.

How to Assess:

- Mirror Journaling: Ask the mentor to keep a daily reflection journal on their interactions with mentees, including what went well, what could be improved, and how they felt during the sessions. Review patterns over time.
- Video Playback Assessment: Record a mentoring session and have the mentor watch it back with a coach or peer, identifying areas where they excelled and where they could improve. This must be agreed with the mentor and mentee prior to recording and have the sole purpose of effective reflective management.
- 360-Degree Feedback Challenge: Gather feedback from multiple sources (mentees, peers, and

- Materials

A good mentor encourages mentees to stay curious, seek new learning opportunities and knowledge. This allows mentees to continue their learning journey independently and remain more motivated.

Video: Empowering Growth: Strategies for Continual Learning in the Workplace

This video gives a quick overview of strategies which mentors or employers can use to encourage lifelong learning.

https://www.youtube.com/watch?v=VKg5uOJtSq4 (https://www.youtube.com/watch?v=VKg5uOJtSq4)

- Materials

These resources offer practical guidance on self-awareness and reflective practice, equipping mentors with tools to help new prison officers develop deeper self-insight, improve their emotional intelligence, and engage in meaningful self-reflection for professional growth.

PRESENTATION: "Becoming Self-Aware in the Workplace" (SlideShare)

This presentation provides a broad introduction to selfawareness and the importance of understanding one's own personality, motivations, and behavioral patterns. While not specific to correctional settings, it offers useful reflective exercises that mentors can apply to help new prison officers develop self-awareness, recognize biases, and improve emotional intelligence in a professional environment.

Here: https://www.slideshare.net/slideshow/becoming-selfaware-in-the-workplace/58729840 (https://www.slideshare.net/slideshow/becoming-selfaware-in-the-workplace/58729840)

REPORT: "Self-Awareness & Professional Commitment in Correctional Leadership" (CIPP)

supervisors) about the mentor's self-awareness and adaptability, then assess how well the mentor incorporates feedback into their practice over time.

Ask Yourself:

- Does the mentor proactively seek feedback on their mentoring style?
- How does the mentor react when receiving constructive criticism?
- Does the mentor model reflective practices and encourage the mentee to do the same?

This report explores why self-awareness is critical for correctional staff and leadership. It outlines the role of reflective practice in decision-making, emotional regulation, and professional development. The resource also provides practical strategies to help mentors guide new officers in self-reflection, recognizing personal strengths and weaknesses, and enhancing their professional commitment.

© Read the Full Report
Here: http://www.cipp.org/uploads/3/7/5/7/37578255/10_self-awareness___professional_commitment.pdf
(http://www.cipp.org/uploads/3/7/5/7/37578255/10_self-awareness professional_commitment.pdf)

REPORT:

(http://www.cipp.org/uploads/3/7/5/7/37578255/10_self-awareness___professional_commitment.pdf)

AN ONGOING SPECIAL REPORT





fullscreen view (https://www.richtungswechsel.or.at/wp-content/uploads/Core-Competencies-and-Jail-Leadership_Self-Awareness-and-Professional-Commitment_report.pdf)

** VIDEO: "How to Practice Self-Recognition and Awareness"

This video explores the importance of self-recognition in personal and professional growth. It provides techniques to improve self-awareness, build confidence, and reflect on behaviors and choices. While not tailored specifically for justice professionals, the insights are valuable for mentors helping newly recruited prison officers become more mindful of their actions, reactions, and impact on others.

"Problem-Solving & Reflective Practice" Knowledge

Knowledge: Conflict Resolution Frameworks & Strategies

Description:

Understanding techniques to manage and resolve workplace conflicts effectively. This includes mediation, negotiation, and de-escalation strategies tailored for high-stress environments like correctional facilities.

How to Gain:

- Study conflict resolution models like Thomas-Kilmann Conflict Mode Instrument (TKI).
- Participate in role-playing exercises to practice conflict de-escalation.
- Attend training on workplace mediation and conflict resolution.
- Observe experienced professionals managing real-life conflicts between staff by joining mediations.

Materials

There are many strategies which can be used to mediate and resolve conflicts. Learning effective ways of mentee conflict resolution is crucial for a mentor's work.

▶ 16 Tips for Using the TKI Tool for Developing People and Facilitating Conflict Management

This tools is free to download and requires you to add some information to support you in effectivley using the TKI conflict resolution tool.

https://www.themyersbriggs.com/en-US/Resources/16-Tips-for-Using-the-TKI-Tool (https://www.themyersbriggs.com/en-US/Resources/16-Tips-for-Using-the-TKI-Tool)

 Knowledge: Feedback Models & Self-assessment Techniques

Description:

Understanding structured approaches to giving and receiving feedback effectively. This includes models like the SBI (Situation-Behavior-Impact) and the Pendleton Model, as well as self-assessment techniques to improve personal and professional growth.

How to Gain:

- Study feedback frameworks like SBI, BOOST, and Pendleton's Model.
- Practice self-reflection through journaling or structured self-evaluations.
- Seek feedback from peers, supervisors, and mentees to refine skills and understand real-life application.
- Participate in training sessions on constructive feedback techniques.
- Use 360-degree feedback tools for comprehensive self-assessment.

Materials

Being able to give good feedback is key to encouraging and motivating mentees. Additionally, self-assessment techniques allow for independent improvement and professional growth.

Article: Effective Self Evaluation Techniques: The Comprehensive Guide

This article provides insights to what self assessments can entail and provides a guide for how to do them – and teach mentees.

https://www.usebubbles.com/blog/effective-self-evaluation-techniques-quide?

utm_medium=organic&utm_source=www.google.com&utm_conte self-evaluation-techniques-guide

(https://www.usebubbles.com/blog/effective-self-evaluation-techniques-guide?

utm_medium=organic&utm_source=www.google.com&utm_conte self-evaluation-techniques-guide)

Article: The Situation-Behavior-Impact Feedback Tool
This article provides a summary and examples of how to use
the SBI feedback model.

Ohttps://www.mindtools.com/ay86376/the-situation-behaviorimpact-feedback-tool (https://www.mindtools.com/ay86376/thesituation-behavior-impact-feedback-tool) - Skill: Goal Setting and Development Planning

Description:

The ability to help mentees set realistic, meaningful goals and create structured plans to achieve them. This includes aligning goals with professional development, breaking them into actionable steps, and adjusting plans based on progress.

How to Assess:

- SMART Goal Exercise: Ask the mentor to help a mentee set a goal using the SMART (Specific, Measurable, Achievable, Relevant, Time-bound) framework
- Progress Mapping Task: Have the mentor outline a development plan for a hypothetical mentee, including milestones and strategies.
- Goal-Tracking Simulation: Observe how the mentor follows up on set goals, adjusts strategies, and keeps mentees accountable.

Ask Yourself:

- Does the mentor help mentees set clear, achievable, and meaningful goals?
- Can they break goals into actionable steps and track progress?
- Do they provide support and motivation to help mentees stay committed?

- Materials

Setting realistic and meaningful goals will encourage motivation for mentees, and if they are coupled with a structured plan to achieve them will facilitate development and improvement.

Article: Examples of mentoring goals and how to set them

This article both gives an overview of how to set goals and examples of mentoring targets. It also includes a plan of how to follow through and achieve the goals.

Chttps://www.femmepalette.com/blog-posts/how-to-set-mentoring-goals (https://www.femmepalette.com/blog-posts/how-to-set-mentoring-goals)

Guide: Creating a Personal Development Plan with Your Mentor

This is a simple and basic guide of how to create a development plan – instructions for mentors and mentees.

Chttps://www.thrivewithmentoring.com/blog/creating-a-personal-development-plan-with-your-mentor (https://www.thrivewithmentoring.com/blog/creating-a-personal-development-plan-with-your-mentor)

 Knowledge: Problem-Solving Models & Frameworks: Root Cause Analysis, Critical Thinking Models & Decision-Making Models

Description:

Applying structured approaches to analyze and resolve challenges, including Root Cause Analysis, Critical Thinking Models, and Decision-Making Models like the OODA Loop (Observe-Orient-Decide-Act).

How to Gain:

- Study structured problem-solving frameworks like PDCA (Plan-Do-Check-Act) and Fishbone Diagrams.
- Attend decision-making and analytical thinking workshops
- Engage in scenario-based training to refine problemsolving skills.
- Speak to mentees for feedback to refine your knowledge and methods.

 Knowledge: Reflective Models and Frameworks: Kolb's Experiential Learning Cycle, Schön's Reflection-in-Action & Reflection-on-Action, Gibb's Reflective Cycle

Description:

Developing the knowledge on reflective practices using established reflective models like Kolb's Experiential Learning Cycle, Schön's Reflection-in-Action and Reflection-on-Action, and Gibbs' Reflective Cycle.

How to Gain:

- Study key reflective models and apply them to daily work experiences.
- Keep a reflective journal to document lessons learned and areas for improvement in implementing the mentioned models.
- Engage in peer discussions or mentoring sessions focused on self-reflection and exchanging practices on the model implementation.
- Attend training on professional development through reflective practice.

Materials

This section gives tools and strategies to help change the view of problems and apply structured approaches to resolving adhoc issues

Article: 6 steps to finding simple solutions to complex problems in corrections

This article talks about how to go from a problem to a challenge – and gives steps to solve these challenges.

Ohttps://www.corrections1.com/jail-management/articles/6steps-to-finding-simple-solutions-to-complex-problems-incorrections-o9azoq5hnql995hr/

(https://www.corrections1.com/jail-management/articles/6-steps-to-finding-simple-solutions-to-complex-problems-in-corrections-o9azoq5hnql995hr/)

Video: The OODA Loop Explained

A Video quickly explaining how to use the OODA Loop.

https://www.youtube.com/watch?v=SSraVDJ-z-k (https://www.youtube.com/watch?v=SSraVDJ-z-k)

Tool: Make your own OODA Loop

This tools allows you to fill in your own OODA Loop.

♦ https://online.visual-

paradigm.com/app/diagrams/#diagram:proj=0&type=OODALoop&8058-44da-a91f-29599298100a.xml (https://online.visual-paradigm.com/app/diagrams/#diagram:proj=0&type=OODALoop&8058-44da-a91f-29599298100a.xml)

- Materials

Reflection is a key part in self development and growth, and you can use established models to help encoruage reflection.

Kolb's Experiential Learning Cycle & Learning Styles Explained

This article gives an overview of the model as well as why it is useful and how to use it.

WVideo: Kolb's Experiential Learning Cycle: A Practical Guide to Learning by Doing

This Video gives a summary and key insights into how to use Kolb's Model.

https://www.youtube.com/watch?v=pQkQjmN57VU (https://www.youtube.com/watch?v=pQkQjmN57VU)

Article: Gibbs Reflective Cycle

This article gives a quick and easy to follow overview of Gibb's model including examples for each stage.

https://www.simplypsychology.org/gibbs-reflective-cycle.html (https://www.simplypsychology.org/gibbs-reflective-cycle.html) Knowledge:Risk Assement & Management Techniques

Description:

Understanding methods for identifying, evaluating, and mitigating risks in a correctional environment. This includes risk matrices, dynamic risk assessments, and contingency planning.

How to Gain:

- Learn about different risk assessment frameworks, such as the Five-Step Risk Management Process.
- Participate in safety and security training related to risk identification.
- Conduct tabletop exercises on risk scenarios to improve response strategies.
- Study real-life case studies of risk management failures and successes.
- Engage in continuous monitoring and evaluation of risk factors in the workplace.

 Knowledge: Techniques for self-reflection, goal setting, and personal growth

Description:

The ability to assess personal and professional progress, set meaningful goals, and develop a continuous growth mindset. This fosters resilience and self-awareness in both the mentor and the mentee.

How to Gain:

- Keep a reflective journal to track progress and challenges.
- Resarch and integrate SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals in your toolkit.
- Engage in professional development activities and mentorship.
- Participate in peer discussions about career aspirations and challenges.

- Materials

While working in dynamic and stressful environments such as within the corrections field, the ability to identify, evaluate and mitigate potential risks, and support mentees in this process, is incredibly important.

Article: Risk assessment in Corrections

This article gives an overview of the use of risk assessments in correctional facilities and why it is important.

https://justice-trends.press/risk-assessment-in-corrections/ (https://justice-trends.press/risk-assessment-in-corrections/)

Toolkit: 5 steps to any effective risk management process

This Toolkit gives a summary of the Five-Step Risk Management Process and some tools which can be used for the different stages.

https://www.lucidchart.com/blog/risk-management-process (https://www.lucidchart.com/blog/risk-management-process)

- Materials

Understanding how to set your own goals and practise selfreflection will help you continue to grow and will foster resilience and self-awareness helping both as a mentor and a mentee.

Toolkit: SMART Goals: A How to Guide

This toolkit gives an overview of how to help mentees write their own smart goals, allowing the mentors to better understand mentees goals and building motivation.

Phttps://www.ucop.edu/local-human-resources/_files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf (https://www.ucop.edu/local-human-resources/_files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf)

Article: Self Reflection to enhance performance at work

This article gives an overview of techniques and questions to ask yourself which will help you reflect on your work and support your mentees doing the same.

https://www.skillpacks.com/self-reflection-techniques/ (https://www.skillpacks.com/self-reflection-techniques/) Knowledge: Techniques to facilitate reflective discussions

Description:

The ability to guide meaningful and structured reflective discussions that encourage mentees to analyze their experiences, challenges, and growth. This includes using open-ended questions, active listening, and fostering a safe space for self-exploration and learning.

How to Gain:

- Study reflective discussion techniques such as Socratic questioning and quided self-assessment.
- Participate in or observe facilitated group discussions in mentoring or coaching settings.
- Practice leading reflective conversations with peers or colleagues and seek feedback.
- Attend workshops or training sessions on facilitation and mentorship skills.
- Read literature on reflective learning models, such as Kolb's Experiential Learning Cycle or Gibbs' Reflective Cycle. (see Knowledge: Reflective Models and Frameworks)

- Materials

Encouraging mentees to engage in reflective discussions will allow them to reconsider their experiences and challenges facilitating growth and improvements.

PDF: How to Facilitate a Reflection Conversation

This PDF gives an overview on how to prepare for and what to do during a conversation to encourage reflection. It includes tips, recommended phrases and examples.

Ohttps://www.pmadata.org/tool/how-facilitate-reflection-conversation (https://www.pmadata.org/tool/how-facilitate-reflection-conversation)

"Problem-Solving & Reflective Practice" Attitudes

- Attitudes: Accountability

Description:

A strong sense of responsibility for one's actions, commitments, and impact on others. A mentor with accountability follows through on promises, admits mistakes. and models ethical behavior.

How to Assess:

- Commitment Tracking: Review how consistently the mentor follows through on scheduled meetings and responsibilities.
- Ownership of Mistakes Exercise: Present a situation where the mentor makes an error and evaluate how they acknowledge and rectify it.

Ask Yourself:

- Does the mentor take responsibility for their actions and commitments?
- Do they acknowledge mistakes and take steps to improve?
- Are they reliable and consistent in their support for mentees?

- Materials

Being able to take accountability of one's own actions and potential impacts one might have on others builds a sense of trust and security. As a mentor this is key to building a positive mentoring environment.

Article: How to make accountability a core part of your workplace culture

This article both highlights why accountability is important at work and gives clear changes that can be implemented to become more accountable and encourage others to do the same.

(https://www.spinach.ai/blog/management-skills/create-culture-accountability-workplace)

City: **Video:** This video speaks about how thinking about ourselves influences our actions and inactions.

https://www.youtube.com/watch?v=AyxhKt94Ebg (https://www.youtube.com/watch?v=AyxhKt94Ebg)

Attitudes: Approachability

Description:

The ability to create an inviting and safe space where mentees feel comfortable seeking guidance and sharing their concerns. An approachable mentor fosters open dialogue and accessibility.

How to Assess:

- Mentee Comfort Level Survey: Gather feedback on whether mentees feel comfortable approaching the mentor.
- Observation of Nonverbal Communication: Assess body language, tone, and demeanor to ensure the mentor is welcoming.
- Roleplay First Meeting: Simulate an initial mentormentee meeting and evaluate how the mentor establishes rapport.

Ask Yourself:

- Does the mentor create an open and welcoming environment?
- Do mentees feel comfortable approaching them with concerns?
- Are they warm, receptive, and nonjudgmental in their interactions?

- Attitudes: Constructive Mindset

Description:

A focus on solutions, growth, and positive reinforcement. A mentor with a constructive mindset helps mentees navigate challenges, reframe setbacks as learning opportunities, and foster resilience.

How to Assess:

- Problem-Solving Roleplay: Present the mentor with a difficult situation and observe how they guide the mentee toward a constructive resolution.
- Reframing Exercise: Ask the mentor to turn a mentee's perceived failure into a growth opportunity.
- Observation of Feedback Style: Assess whether the mentor provides criticism in a way that is supportive and encourages development.

Ask Yourself:

- Does the mentor approach challenges with a problemsolving attitude?
- Do they help mentees find positive takeaways from difficult experiences?
- Are they solution-oriented rather than dwelling on negativity?

- Materials

As a mentor you want to create an environment where your mentees feel welcome and comfortable, this will increase trust and foster open dialogue.

How to be an approachable leader

This article gives some quick tips and things to think about when trying to become more approchable.

Chttps://www.lindauerglobal.com/insight/leadership-10-tips-to-be-approachable-and-why-it-matters/
(https://www.lindauerglobal.com/insight/leadership-10-tips-to-be-approachable-and-why-it-matters/)

- Materials

Having a constructive mindset will allow a mentor to be resilient and navigate mentees' challenges and setbacks. This should be done by focussing on solutions and growth.

Article: 7 Strategies for Developing a Constructive Mindset

This article gives some quick tips for how you can start to develop a constructive mindset.

https://www.artihalai.com/7-strategies-for-developing-a-constructive-mindset/ (https://www.artihalai.com/7-strategies-for-developing-a-constructive-mindset/)

- Attitudes: Cultural Sensitivity and Open-mindedness

Description:

The ability to appreciate diverse perspectives, respect cultural differences, and remain open to new ideas. A culturally sensitive mentor fosters an inclusive environment and adapts their approach to support mentees from different backgrounds.

How to Assess:

- Perspective-Taking Exercise: Present the mentor with a case study featuring a cultural misunderstanding and assess their approach to resolving it.
- Implicit Bias Reflection: Have the mentor engage in self-assessment exercises to explore their biases and strategies to counteract them.
- Cross-Cultural Dialogue: Observe how the mentor interacts with individuals from diverse backgrounds, ensuring inclusivity and respect.

Ask Yourself:

Does the mentor demonstrate respect for different perspectives and cultures?

- Are they willing to adapt their mentoring style to fit diverse needs?
- Do they encourage mentees to share and celebrate their own backgrounds and experiences?

Materials

Building trust is vital to achieve an effective mentoring environment were mentees feel safe and encoranged to share their concerns. This is achieved both by strick handling of confidential and sensitive information and by creating an open and welcoming environment for mentees.

Tipsheet: This tipsheet gives insights to how to connect and build trust as a mentor. While it is mostly aimed at mentoring relationships with incarcerated individuals it has sections which can be applied to create positive mentoring relationships in general.

Presentation: Mentoring Toolkit step 2 (Jump to page 10 – Module 2: Confidentiality)

This resource gives a short summary of why confidentiality is crutial within mentoring of correctional staff, when confidentiality may or may not apply.

© https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf (https://www.uml.edu/docs/Step%202%20-%2021%20Jun%20-%20C_tcm18-339841.pdf)

- Attitudes: Curiosity and Lifelong Learning

Description:

A mindset of continuous self-improvement and eagerness to explore new knowledge and perspectives. A curious mentor seeks to grow both personally and professionally and encourages mentees to do the same.

How to Assess:

- Self-Directed Learning Challenge: Have the mentor select a new topic to research and share their insights with others.
- Reflection on Learning Journeys: Ask the mentor to describe how they've grown over the years and what they are currently working to improve.
- Encouragement of Mentee Growth: Observe how the mentor fosters curiosity and learning in their mentees.

Ask Yourself:

- Does the mentor actively seek new learning opportunities?
- Do they encourage mentees to ask questions and explore new ideas?
- · Are they open to feedback and willing to evolve?
- Attitudes: Patience

Description:

The ability to remain calm and supportive even when progress is slow or setbacks occur. A patient mentor understands that growth takes time and provides encouragement without frustration.

How to Assess:

- Difficult Mentee Scenario: Simulate a situation where a mentee struggles with progress and assess how the mentor responds.
- Long-Term Support Observation: Track how the mentor continues to support a mentee over an extended period.

Ask Yourself:

- Does the mentor remain supportive even when progress is slow?
- Are they able to manage frustration and maintain a calm demeanor?
- Do they create a pressure-free environment that allows mentees to grow at their own pace?

- Materials

There is always new perspectives to explore or new knowledge to find, by carrying a mindset of lifelong learning mentors can not only continue to grow professionally but will also encourage mentees to seek continuous self improvement.

Article: How Knowledge Helps by Daniel T. Willingham
This article highlights why it is important to keep learning and
how it can help you not only through the knowledge uptained
but also in your own personal development.

https://www.aft.org/ae/spring2006/willingham (https://www.aft.org/ae/spring2006/willingham)

- Materials

Challenges and mistakes are going to occur: A good mentor needs to have patience to remain calm, supportive and take time to address upcoming problems.

Article: 5 Powerful Ways Leaders Practice Patience
This article firstly highlights why being patient as a leader is
important before giving five easy steps to follow to become
more patient.

Ohttps://www.forbes.com/sites/glennllopis/2013/06/03/5-powerful-ways-leaders-practice-patience/ (https://www.forbes.com/sites/glennllopis/2013/06/03/5-powerful-ways-leaders-practice-patience/)

Attitudes: Vulnerability

Description:

The willingness to be open about personal experiences, challenges, and uncertainties. A mentor who demonstrates vulnerability fosters deeper connections and encourages mentees to share their own struggles.

How to Assess:

- Personal Reflection Exercise: Ask the mentor to share a past challenge and how they overcame it.
- Mentee Connection: Speak to the mentee and ask them to reflect on whether mentees feel more open and comfortable sharing their own experiences.
- Authenticity in Conversations: Observe how the mentor balances professionalism with authenticity in interactions.

Ask Yourself:

- Does the mentor share experiences in a way that builds trust and relatability?
- · Are they comfortable admitting what they don't know?
- Do they encourage mentees to be open about their own challenges and learning experiences?

Materials

Practicing vulnerability as a mentor fosters trust and deepens the mentor-mentee relationship. By integrating these insights, you can create a more open and supportive environment for your mentee, fostering growth and resilience.

1. Practicing Vulnerability in Mentoring

This article discusses how embracing vulnerability can enhance mentoring relationships by promoting authenticity and trust. https://www.seedlingmentors.org/practicing-vulnerability-inmentoring/? (https://www.seedlingmentors.org/practicing-vulnerability-in-mentoring/?)

2. TED Talk: How Vulnerability Makes You a Better Leader

Tracy Young shares her personal journey, highlighting how embracing vulnerability can lead to more effective leadership and stronger connections.

https://www.ted.com/talks/tracy_young_how_vulnerability_makes (https://www.ted.com/talks/tracy_young_how_vulnerability_makes

- Attitudes: Working with Diverse Attitudes

Description:

A mentor who works effectively with diverse attitudes embraces the individuality of their mentees, understanding that everyone has unique perspectives, personalities, and life experiences. This attitude involves empathy, adaptability, and the ability to engage constructively with people from various cultural, social, or professional backgrounds.

How to Assess:

- Mentoring Session (Simulation): Observe how the mentor handles a challenging interaction with a (hypothetical) mentee who has a different outlook or personality. Evaluate their ability to adapt their mentoring approach to fit the mentee's communication style and needs.
- Mentee Feedback: Reviewing feedback from mentees, focusing on how they felt heard, understood, and supported despite differences in perspectives.

Ask Yourself:

- Does the mentor demonstrate patience and adaptability when working with mentees who have contrasting attitudes or personalities?
- How does the mentor respond when a mentee expresses a perspective that may be difficult for the mentor to comprehend?
- Can the mentor effectively adjust their communication & advice to suit the needs of mentees from different cultural or social backgrounds?
- How does the mentor reflect on their attitudes and advice after a simulation or mentee session?

- Materials

Diversity in attitudes and perspectives can be a great asset allowing for new innovation and different ideas. To win these advantages mentors have to encourage and adapt to people with different attitudes and from different backgrounds. This goes for being a role model in the work with incarcerated people as well.

Article: 13 benefits and challenges of cultural diversity in the workplace

This article focuses on the impact of cultural diversity, and gives an overview both of the benefits such diversity can bring and potential challenges and how to solve them.

Phttps://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/ (https://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/)

Article: 7 Strategies for Embracing Diversity in the Workplace

This article outlines 7 ways to celebrate diversity in the work place, offering tools of how interaction, empathy and adaptability can be used to encourage an open environment for diverse attitudes.

https://coachdiversity.com/blog/embracing-diversity-in-the-workplace/ (https://coachdiversity.com/blog/embracing-diversity-in-the-workplace/)

Competency: "Supporting Mentee Work-Life Balance"

Supporting a mentee's work-life balance requires mentors to possess practical skills that enable them to guide and assist mentees in managing their professional and personal responsibilities effectively. These skills include active listening, clear communication, and problem-solving to identify stressors and develop personalized strategies. A mentor's ability to provide and productive, model healthy work-life balance behaviors, and help set boundaries is essential for creating a sustainable and productive professional environment. These skills are critical because they ensure mentees feel supported and empowered to take proactive steps in maintaining their well-being while achieving their professional goals.

"Supporting Mentee Work-Life Balance" Skills

- Skill: Active Listening and Emotional Intelligence

Description:

The ability to listen attentively, understand mentee's personal and professional challenges and perspectives, and respond empathetically. This involves interpreting verbal and nonverbal cues, showing genuine interest, and fostering trust through understanding emotions.

How to Assess:

- Roleplay Exercise: Present a scenario where the candidate interacts with someone expressing concerns or emotions (e.g., a mentee discussing stress at work). Evaluate their ability to listen, ask clarifying questions, and respond empathetically.
- Behavioral Interview Questions: Ask about past experiences, such as "Can you describe a time when you had to navigate a difficult conversation and how you handled it?"
- Mentoring Session Review: Observe the mentor whilst offering constructive support during mentoring sessions.

Ask Yourself:

- Does the mentor actively listen to the mentee without interrupting?
- How often does the mentor validate the mentee's feelings or concerns?
- Can the mentor recall specific examples of a mentee's challenges?

Materials

Reflective listening is a simple yet incredibly powerful technique that helps people feel understood and gain clarity about their own thoughts and emotions—an often underrated skill in communication:

VIDEO: Reflective Listening: How to Be a Good Listener (https://www.youtube.com/watch?v=eUtZk960Q A)

VIDEO: How to actively listen to others I Scott Pierce I TEDxBirmingham (https://www.youtube.com/watch? v=Yq5pJ0q3xuc)

VIDEO: Prison Professor: Emotional Intelligence (https://prisonprofessors.com/psap-edovo/emotional-intelligence/)

Skill: Clear Communication and Guidance

Description:

The ability to provide concise and actionable directions, ensuring clarity in conversations. Signposting involves breaking down complex ideas into understandable steps and guiding others toward resources or solutions.

How to Assess:

- Task Simulation: Provide a written or verbal exercise where the mentor must explain a process or guide someone through a hypothetical situation (e.g., onboarding a new team member). The mentor knows and shares relevant resources for work-life balance and directs mentees to appropriate contacts.
- Observation of Teaching/Explaining: Give a workrelated topic or task and assess how effectively they explain it to a new recruit, ensuring the listener understands. Asking for a correct description by the new recruit afterwards.

Ask Yourself:

- Can the mentor name at least three resources or contacts as support avenues?
- How effectively does the mentor direct mentees to appropriate resources?
- Has the mentor demonstrated knowledge of both internal and external support options?

Materials

Delivering clear and actionable instructions is essential for effective communication. This involves simplifying complex concepts into manageable steps and guiding individuals toward appropriate resources or solutions. In the following materials, you learn some communication best practices and dive into the TEDx Talk, "You are Contagious," where Vanessa Van Edwards emphasizes the profound impact of nonverbal communication on how others perceive us.

ARTICLE: "How to Improve Correctional Communications with T.A.P."

This article introduces the T.A.P. (Tone, Atmosphere, and Professionalism) method, a structured approach to improving communication with both incarcerated individuals and prison staff. It provides practical strategies for maintaining control, fostering respect, and ensuring messages are delivered effectively in correctional settings. A must-read for mentors looking to enhance their verbal and nonverbal communication skills.

Read here: https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/ (https://www.corrections1.com/jail-management/articles/how-to-improve-correctional-communications-with-tap-Ab6jYklRAqqgLWmi/)

VIDEO: "The Power of Listening" & VIDEO: You are contagious I Vanessa Van Edwards I TEDxLondon

Clear communication isn't just about speaking—it's also about listening. These videos explore the importance of active listening, highlighting how it builds trust, prevents misunderstandings, and fosters meaningful dialogue. For mentors guiding newly recruited prison officers, mastering this skill ensures effective support and guidance in high-pressure environments.

Watch here: https://www.youtube.com/watch? v=saXfavo10Qo (https://www.youtube.com/watch? v=saXfavo10Qo) & https://www.youtube.com/watch? v=cef35Fk7YD8 (https://www.youtube.com/watch? v=cef35Fk7YD8)

- Skill: Demonstrating Healthy Professional Boundaries

Description:

The ability to model and advocate for a balanced approach to work, prioritizing mental well-being while maintaining productivity. This includes encouraging others to practice self-care and setting an example by avoiding burnout.

How to Assess:

 Hypothetical Scenarios: Pose questions like, "A mentee is working overtime frequently and seems exhausted. How would you address this situation?" Assess their awareness of work-life balance and their

Materials

The following resources equip mentors with the skills needed to set and uphold clear, professional boundaries, fostering a safe and effective learning environment in the prison system.

LESSON PLAN: "Professional Boundaries and Communication" (PREA Resource Center)

This comprehensive lesson plan provides guidance on establishing and maintaining professional boundaries in correctional settings. It covers effective communication, ethical considerations, and strategies to prevent boundary violations, ensuring mentors can support newly recruited prison officers in developing appropriate relationships with colleagues and

approach as well as assessing realistic boundaries and advice.

 Mentee Feedback: Ask mentees "Can you share an example of how your mentor maintained or encouraged work-life balance? What was his/her advice?"

Ask Yourself:

- Does the mentor demonstrate realistic and healthy boundaries around work colleagues?
- How well does the mentor communicate their approach to balancing personal and professional responsibilities?
- How does the mentor model balance in the face of staffing challenges within the institution?

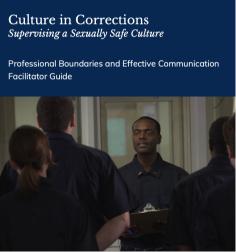
incarcerated individuals. The resource includes discussion prompts, real-life scenarios, and role-playing exercises to reinforce learning.

Access the Lesson Plan Here:

LESSON PLAN

(https://www.prearesourcecenter.org/sites/default/files/library/Prof





fullscreen view (https://www.richtungswechsel.or.at/wp-content/uploads/Professional-Boundaries-and-Communication11.22.19-RP-Final-Format-8.3.22pm.pdf)

GUIDE: "Mentoring Relationship Boundaries" (NIH Office of Human Resources)

This resource explores how to navigate and define boundaries in professional mentoring relationships. It outlines common boundary challenges, red flags, and best practices to foster a healthy and ethical mentor-mentee dynamic. It provides practical tools, such as self-assessment questions and case studies, helping mentors ensure their support remains constructive, professional, and within appropriate limits.

Access the Guide Here: https://hr.nih.gov/sites/default/files/public/documents/workingnih/mentoring/pdf/8-relationship-boundaries.pdf - Skill: Emotional Regulation and Resilience

Description:

The ability to maintain composure and a steady demeanor when discussing sensitive and challenging topics. This includes emotionally regulating mentees effectively, avoiding overreacting to challenges, and displaying emotional stability in difficult situations to support mentees accordingly and being a role-model.

How to Assess:

- Roleplay Exercise: Present a scenario where the candidate interacts with someone in emotional distress. Evaluate their ability to de-escalate and work on the mentee's emotional regulation.
- Behavioral Interview Questions: Ask about past experiences, such as "Can you describe a time when you had to support someone through a difficult situation and how you handled it?"
- Mentoring Session Review: Observe the mentor whilst offering constructive support during mentoring sessions

Ask Yourself:

- Does the mentor remain composed and professional during discussions, especially challenging ones?
- How well does the mentor handle sensitive or emotional topics raised by mentees?
- Are there examples of the mentor maintaining a calm demeanor in stressful situations – especially when being a role model to new recruits/mentees?

(https://hr.nih.gov/sites/default/files/public/documents/working-nih/mentoring/pdf/8-relationship-boundaries.pdf)

- Materials

These resources provide a well-rounded foundation in emotional regulation and resilience, helping mentors equip newly recruited officers with the tools to manage stress, reframe challenges, and maintain psychological well-being in a demanding work environment.

ARTICLE: Emotional tools to build correctional officer resiliency (https://www.corrections1.com/american-military-university/articles/emotional-tools-to-build-correctional-officer-resiliency-QcFx5f83E41tsRbp/)

This article explores practical emotional regulation techniques tailored for correctional officers. It discusses the psychological toll of working in corrections and offers strategies for stress management, emotional detachment, and mental resilience. The article provides actionable insights on how officers can develop emotional awareness, regulate their responses, and maintain their well-being in a high-stress environment.

Read the Full Article

Here: https://www.corrections1.com/american-military-university/articles/emotional-tools-to-build-correctional-officer-resiliency-QcFx5f83E41tsRbp/
(https://www.corrections1.com/american-military-university/articles/emotional-tools-to-build-correctional-officer-resiliency-QcFx5f83E41tsRbp/)

VIDEO: How to make stress your friend I Kelly McGonigal I TED (https://www.youtube.com/watch?v=RcGyVTAoXEU&t=1s)

n this engaging TED Talk, psychologist Kelly McGonigal challenges traditional views on stress, presenting research on how mindset shifts can transform stress from a harmful force into a tool for resilience. While not specific to justice professionals, the talk offers valuable insights on emotional regulation, reframing stress, and leveraging social connections for mental well-being—all crucial skills for mentors supporting prison officers.

Watch the TED Talk Here: https://www.youtube.com/watch? v=RcGyVTAoXEU&t=1s (https://www.youtube.com/watch? v=RcGyVTAoXEU&t=1s)

RESEARCH DIGEST: "Vicarious Traumatization in Correctional Work" (Singapore Prison Service, 2023)

This research digest provides an in-depth analysis of vicarious trauma and emotional strain faced by correctional staff. It examines the psychological impact of repeated exposure to distressing situations, explores early warning signs of burnout, and highlights evidence-based coping mechanisms. The resource is essential for mentors helping new prison officers build emotional resilience and avoid secondary trauma.

Sead the Full Research Digest Here:

LINK: https://www.sps.gov.sg/files/pcrd%20research%20materials (https://www.sps.gov.sg/files/pcrd%20research%20materials/2023

RESEARCH DIGEST

March 2023 Issue

VICARIOUS TRAUMATISATION

By Verity Er & Yorklyn Yeo

WHAT IS IT?

A transformation in an individual's view of the world, resulting from an em engagement with others' traumatic experiences (e.g. witnessing others in violent incidents, interviewing trauma surviv

WHY IS IT RELEVANT TO YOU? -

Frontline correctional officers like prison officers, CRSes and psycholo are at higher risk of vicarious traumatisation

After an inmate shared about the abuse he had experienced as a child...





They are frequently exposed to traumatic experiences in their interactic inmates, especially inmates who are trauma survivors

HOW DOES IT IMPACT YOU?







g Rage Helple







Loss of control/Feeling Overwhelmed

Low morale/job dissatisfaction

fullscreen view (https://www.richtungswechsel.or.at/wp-content/uploads/Research_Digest_Vicarious_Traumatisation_Mai By-Verity-Er-Yorklyn-Yeo.pdf) Skill: Interpersonal Problem-Solving and Needs Analysis

Description:

The skill to deeply understand mentees' needs and challenges by identifying root issues and collaborating to find mutually beneficial solutions. This requires asking insightful questions, showing patience, and understanding mentee's perspective in order to provide flexibility in advice to meet unique needs.

How to Assess:

- Case Study Review: Provide a realistic problemsolving scenario (e.g., resolving a conflict between two mentees). Assess their approach, questions asked, and proposed solutions.
- Mentoring Session Review: Assess whether the mentor provides tailored guidance based on the mentee's background and request mentee feedback.

Ask Yourself:

- How adaptable is the mentor in adjusting advice to fit each mentee's unique needs?
- Has the mentor demonstrated an awareness of the mentee's personal background when giving advice?
- Does the mentor regularly check in with the mentee to understand their evolving challenges?

- Materials

Understanding a mentee's personal needs and challenges allows mentors to provide more personalised advice and better reach their mentees

Toolkit: How to Conduct a Needs Analysis

This toolkit gives an overview of what a needs analysis is and why it is important before giving a step by step guide some tools for how it can be conducted.

Phttps://community.elearningacademy.io/c/knowledge-base/how-to-conduct-a-needs-analysis-instructional-design (https://community.elearningacademy.io/c/knowledge-base/how-to-conduct-a-needs-analysis-instructional-design)

"Supporting Mentee Work-Life Balance" Knowledge

- Knowledge: Organizational Culture and Expectations
- Organizational Culture and Expectations
- Understanding expectations around overtime and work availability
- Knowing initiatives promoting mental health awareness and stigma reduction
- Understanding leadership's role in encouraging or discouraging work-life balance
- Common sources of stress for staff within the prison (e.g., emotional demands, exposure to trauma, high workloads)
- Strategies for dealing with unpredictable schedules or frequent changes
- Training opportunities focused on stress management and resilience building
- · Exchanging with unions and workforce advocates

Materials

Understanding the culture and expectations within the prison system is vital for guiding your mentee effectively. Here are a few resources that explore this topic:

Coaching Model for Cultural Transformation

Learn how adopting a coaching model can help shift the organizational culture in corrections. This approach has helped improve teamwork and leadership in prisons.

ICPA Resource – Members Only: https://icpa.org/resource/we-could-all-use-a-coach-how-a-coaching-model-for-corrections-has-transformed-culture.html (https://icpa.org/resource/we-could-all-use-a-coach-how-a-coaching-model-for-corrections-has-transformed-culture.html)

Building and Maintaining a Healthy Facility Culture

This article outlines practical steps for creating a positive culture in correctional facilities, benefiting both staff and incarcerated individuals.

https://cglcompanies.com/insights/how-to-build-maintain-a-healthy-facility-culture-for-staff-and-incarcerated-individuals/ (https://cglcompanies.com/insights/how-to-build-maintain-a-healthy-facility-culture-for-staff-and-incarcerated-individuals/)

Adding Meaning to Work

A leadership-focused video that discusses the importance of adding purpose to the work in corrections and how it can motivate staff

https://www.youtube.com/watch?v=5aH2Ppjpcho&t=894s (https://www.youtube.com/watch?v=5aH2Ppjpcho&t=894s)

Strengthening Correctional Culture

Focuses on how correctional facilities can strengthen their culture to improve morale, safety, and effectiveness. https://csqiusticecenter.org/wp-

content/uploads/2020/02/July_2018_strengthening-correctionalculture.pdf (https://csgjusticecenter.org/wpcontent/uploads/2020/02/July_2018_strengthening-correctionalculture.pdf)

July 201

STRENGTHENING CORRECTIONAL CULTUR

EIGHT WAYS CORRECTIONS LEADERS CAN SUPPORT THEIR STAFF TO REDUCE RECIDIV

INTRODUCTION

Every organization struggles with change. Fostering a culture that supports change in a corrections organization can be particularly challenging. Staff require strong leadership, structure, and clear policies and practices that help them succeed at their jobs. When a one of those factors changes, it is not unusual to see reactions ranging from mild anxie rigid resistance.

Historically, corrections staff have had a straightforward mandate to protect the safety security of people who are incarcerated. But today, reducing recidivism is a core focus corrections leaders, and as a result, corrections staff are also expected to help prepare to return to their communities after incarceration. This objective often translates to a new yor doing business across state corrections systems, but more significantly, it impa directives given to managers and front-line staff who are now also tasked with implems approaches and practices that have been shown to reduce redictivism.

The Statewide Adult Recidivism Reduction Program

In 2012, the U.S. Department of Justice's Bureau of Justice Assistance (BJA) launched the Statewide Adult Recidivism Reduction (SRR) Program to support states that are seeking to design and mileplement a comprehensive plan to reduce recidivism through research-based strategies and system-level reform. Among the most critical priorities of the SRR Program is institute evidence-based practices (ERPs) and core correctional practices (CCPs) with fidelity across corrections, probation, and parole. A number of states have received grants to pursue intensive, collaborative process that thriggs the governor, state policymakers, and corrections leaders together to set measurable recidivism-reduction goals and develop practical, data-drigans to achieve those onails.

Since 2014, nine states—Arizona, Connecticut, Georgia, Illinois, Indiana, Iowa, Minnesota, Nevada, and Vermont—have received additional funding to move forward and implement the plans. Based on their collective experience, policymakers and corrections leaders in these six have shared lessons learned about the demands and opportunities associated with realigning correctional culture in reduce prediction.

fullscreen view (https://www.richtungswechsel.or.at/wp-content/uploads/July_2018_strengthening-correctional-culture.pdf)

- Knowledge: Personal Role Management

- Mentor's own work-life balance strategies that align with organizational needs
- Examples of how other staff have successfully balanced their personal and professional lives
- Sharing insights about boundary-setting with mentees (e.g., disconnecting after work, sports, burnout prevention strategies, therapy

- Materials

Understanding the importance of selfcare at work is essential for a positive work life balance, this includes the ability to set boundaries, disconnecting outside work and burnout prevention stratergies.

Article: 12 Strategies for Combating Burnout in Corrections

This article gives 12 ways to practise selfcare specifically for correctional professionals.

https://www.lexipol.com/resources/blog/12-strategies-for-combating-burnout-in-corrections/ (https://www.lexipol.com/resources/blog/12-strategies-for-combating-burnout-in-corrections/)

Article: Setting healthy boundaries at work

This article gives a step by step guide to setting boundaries at work, as well as provides a list of recommended boundaries.

Ohttps://www.workplacestrategiesformentalhealth.com/resource/healthy-boundaries-at-work

(https://www.workplacestrategiesformentalhealth.com/resources/shealthy-boundaries-at-work)

Article: How to set boundaries at work - with examples

This article firstly gives an overview of different types of boundaries before giving tips of how to set boundaries to achieve a better work life balance. It is important to note that these resources may not apply depending on your jurisdiction and shift requirements. Nonetheless these resources are recommended to inquire internal support.

https://halopsychology.com/2024/11/12/how-to-set-boundaries-at-work-with-examples/ (https://halopsychology.com/2024/11/12/how-to-set-boundaries-at-work-with-examples/)

 Knowledge: Policies and Procedures Related to Work-Life Balance

Description:

An understanding of workplace policies that support a healthy work-life balance, including flexible working arrangements, mental health support, leave entitlements, and employee well-being programs. Knowing these policies helps mentors guide prison officers in managing their professional and personal lives effectively.

How to Gain:

- Review official workplace policies and procedures related to work-life balance in the correctional system.
- Speak with HR representatives or occupational health specialists to understand available support systems.
- Attend workshops or seminars on work-life balance and stress management.
- Engage in discussions with experienced staff/senior management to learn practical strategies for maintaining balance.
- Research best practices from other correctional institutions or public sector organizations.

Materials

Understanding and promoting work-life balance policies are crucial for mentors guiding correctional officers.

By familiarizing yourself with these resources, you can better support your mentee in navigating and advocating for work-life balance within their correctional environment.

Recruitment and Retention of Correctional Staff

This article examines how work-life balance impacts staff retention in correctional facilities and offers strategies to improve it.

https://aca.org/common/Uploaded%20files/Publications_Carla/Do and-Retention-of-Correctional-Staff.pdf

(https://aca.org/common/Uploaded%20files/Publications_Carla/Duand-Retention-of-Correctional-Staff.pdf)

12 Ways to Support a Better Work-Life Balance for Your Employees

While not specific to the justice system, this article provides general policies that can be adapted to encourage better work-life balance in any workplace.

https://www.sage.com/en-gb/blog/hr-support-better-work-life-balance-workplace/ (https://www.sage.com/en-gb/blog/hr-support-better-work-life-balance-workplace/)

 Knowledge: Support Resources & Policies (Internal and External)

Internal Resources:

- Employee Assistance Programs (EAP)
- Flexitime and remote work policies and eligibility requirements
- Procedures for applying for leave (annual leave, compassionate leave, parental leave)
- · Guidelines for requesting shift swaps or equivalents
- · Policies around overtime or excessive workload
- Support for family emergencies (e.g., childcare subsidies, emergency time-off policies)
- Onsite counseling services or mental health professionals
- Peer support groups within the organization (Care Team)
- Professional development or training programs on stress management
- Well-being initiatives (e.g., gym access, mindfulness programs, yoga sessions)

External Resources:

- · Community mental health services
- Local addiction support programs (e.g., AA or NA meetings)
- · Family counseling services available in the community
- Housing, financial, or legal assistance resources for employees under strain
- Helplines (e.g., for mental health, domestic violence, or substance abuse)

Practical Steps:

- Know where referral information is stored (e.g., intranet, HR documents).
- Understand the procedure for referring mentees to external services.

- Materials

Here are some helpful resources and policies that can support work-life balance for correctional staff, which can also be valuable for mentors guiding new prison officers. These resources will be valuable for helping mentors support their mentees in managing the challenges of working in corrections, promoting a healthy work-life balance, and fostering overall well-being.

Staff Support Guide (UK-based, but applicable elsewhere):

This toolkit provides practical support ideas and resources, which can help foster a healthier work-life balance. https://hmppsintranet.org.uk/resources/wp-content/uploads/2020/10/staff-support-a-quick-guide-v2.pdf (https://hmppsintranet.org.uk/resources/wp-content/uploads/2020/10/staff-support-a-quick-guide-v2.pdf)

International Standards on Working Conditions in Prisons:

This fact sheet outlines international recommendations and actions to ensure safe and supportive working environments for prison staff.

https://cdn.penalreform.org/wp-content/uploads/2016/01/factsheet-3-working-conditions-2nd-v5.pdf (https://cdn.penalreform.org/wp-content/uploads/2016/01/factsheet-3-working-conditions-2nd-v5.pdf)

Research on Coping Mechanisms for Correctional Officers:

This article summarizes key findings on how prison staff cope with their high-stress roles and how support systems can be improved.

https://forensicpsychologyuk.com/the-forgotten-service-%E2%80%93-how-do-prison-staff-cope (https://forensicpsychologyuk.com/the-forgotten-service-%E2%80%93-how-do-prison-staff-cope)

Mental Health Support for Prison Staff:

This toolkit focuses on mental health resources available for prison staff, addressing the importance of supporting staff resilience and well-being. https://cdn.penalreform.org/wp-

"Supporting Mentee Work-Life Balance" Attitudes

- Attitudes: Commitment to Healthy Living/Role-Modeling

Description:

A mentor who is committed to healthy living actively models behaviors that promote physical, emotional, and

Materials

As mentors guiding newly recruited prison officers, it's crucial to model healthy living and well-being practices to set a positive example. By promoting wellness, mentors can help their

mental well-being. This attitude involves prioritizing a balanced lifestyle, managing stress effectively, and advocating for practices that enhance wellness. Through their own example, they inspire mentees to adopt healthier habits in their personal and professional lives.

How to Assess:

- Mentoring Session Review: Observing if the mentor incorporates discussions of wellness strategies (e.g., stress management techniques, physical activity, therapy, or mindfulness) during mentoring sessions.
- Behavioral Interview Questions: Ask about the mentor's personal examples of maintaining work-life balance and healthy habits.

Ask Yourself:

- Does the mentor actively promote and encourage well-being strategies to their mentees?
- Do their actions and behaviors reflect a commitment to maintaining their own health and well-being?
- How does the mentor demonstrate the importance of work-life balance and stress management in their interactions with mentees?
- How does the mentor collaborate with management to maintain well-being boundaries?

mentees build resilience and handle the stresses of the job more effectively.

Article: 23 Wellness Tips for Correctional Officers in 2023

This resource provides valuable wellness tips for correctional officers, including mental health strategies, exercise routines, and dietary advice. As a mentor, you can guide your mentees in adopting these tips and emphasize the importance of self-care in a challenging work environment.

Ohttps://www.corrections1.com/health-wellness/articles/23-wellness-tips-for-corrections-officers-in-2023-xg6l8TO8g4TqDolD/ (https://www.corrections1.com/health-wellness/articles/23-wellness-tips-for-corrections-officers-in-2023-xg6l8TO8g4TqDolD/)

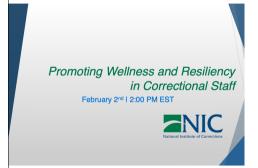
Presentation: Promoting Wellness and Resiliency in Correctional Staff

This presentation offers insights into fostering wellness and resilience. As a mentor, you can use it to support your mentees in managing the pressures of correctional work, and encourage them to prioritize their physical and mental health.

(https://s3.amazonaws.com/static.nicic.gov/Webinars/Promoting-Wellness-and-Resiliency-in-Correctional-Staff/NIC-Wellness-Webinar-Powerpoint.pdf)

PRESENTATION:

(https://s3.amazonaws.com/static.nicic.gov/Webinars/Promoi Wellness-and-Resiliency-in-Correctional-Staff/NIC-Wellness-Webinar-Powerpoint.pdf)



fullscreen view

(https://s3.amazonaws.com/static.nicic.gov/Webinars/Promoting-Wellness-and-Resiliency-in-Correctional-Staff/NIC-Wellness-Webinar-Powerpoint.pdf)

- Attitudes: Psychological Hygiene Principles

Description:

A mentor who upholds psychological hygiene principles prioritizes their own mental well-being while modeling healthy coping mechanisms to mentees. This attitude involves maintaining emotional resilience, practicing selfcare, and demonstrating knowledge of stress management techniques. It also includes recognizing the importance of mental health and encouraging mentees to address stress and burnout proactively.

How to Assess:

- Reflective Exercise: Evaluating the mentor's ability to recognize signs of stress or burnout in themselves and take appropriate action.
- Behavioral Interview Questions: Requesting the mentor to share effective stress management practices, such as mindfulness techniques or time management strategies.

Ask Yourself:

- How does the mentor model healthy psychological hygiene practices?
- How does the mentor respond when they experience stress or emotional challenges?
- Can the mentor effectively discuss and demonstrate stress management techniques (with their mentees)?

- Materials

One of the most important things a mentor can communicate to mentees is Psychological Hygiene principles: how to prioritise personal welbeing, maintain emotional resilience and manage stress.

PDF: Enhance corrections: Self-Compassion

This tool gives advice of how to prioritise personal wellbeing, specialised for correctional professionals.

https://www.sps.gov.sg/files/pcrd%20research%20materials/20compassion.pdf

(https://www.sps.gov.sg/files/pcrd%20research%20materials/202-compassion.pdf)

- Attitudes: Working with Diverse Attitudes

Description:

A mentor who works effectively with diverse attitudes embraces the individuality of their mentees, understanding that everyone has unique perspectives, personalities, and life experiences. This attitude involves empathy, adaptability, and the ability to engage constructively with people from various cultural, social, or professional backgrounds.

How to Assess:

- Mentoring Session (Simulation): Observe how the mentor handles a challenging interaction with a (hypothetical) mentee who has a different outlook or personality. Evaluate their ability to adapt their mentoring approach to fit the mentee's communication style and needs.
- Mentee Feedback: Reviewing feedback from mentees, focusing on how they felt heard, understood, and supported despite differences in perspectives.

Ask Yourself:

- Does the mentor demonstrate patience and adaptability when working with mentees who have contrasting attitudes or personalities?
- How does the mentor respond when a mentee expresses a perspective that may be difficult for the mentor to comprehend?
- Can the mentor effectively adjust their communication & advice to suit the needs of mentees from different cultural or social backgrounds?
- How does the mentor reflect on their attitudes and advice after a simulation or mentee session?

Materials

Diversity in attitudes and perspectives can be a great asset allowing for new innovation and different ideas. To win these advantages mentors have to encourage and adapt to people with different attitudes and from different backgrounds. This goes for being a role model in the work with incarcerated people as well.

Article: 13 benefits and challenges of cultural diversity in the workplace

This article focuses on the impact of cultural diversity, and gives an overview both of the benefits such diversity can bring and potential challenges and how to solve them.

Ohttps://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/ (https://www.hult.edu/blog/benefits-challenges-cultural-diversity-workplace/)

Article: 7 Strategies for Embracing Diversity in the Workplace

This article outlines 7 ways to celebrate diversity in the work place, offering tools of how interaction, empathy and adaptability can be used to encourage an open environment for diverse attitudes.

https://coachdiversity.com/blog/embracing-diversity-in-the-workplace/ (https://coachdiversity.com/blog/embracing-diversity-in-the-workplace/)