



**Youth ETERNAL'S  
MAJORS  
Mentoring After Juvenile Offenders Release  
System**

APRIL 2010

## **MAJOR MENTORING AFTER JUVENILE OFFENDER RELEASE SYSTEM**

MAJORS the mentoring program of Youth ETERNAL will provide the support and helpful encouragement to those clients that meet the criteria to be enrolled into the MAJORS program. The mentoring program will seek directly to engage and connect on a personal, intimate, and professional way to individuals seeking to participate and commit to the MAJORS guidelines and requirements.

MAJORS the mentoring program's mission is to see clients successfully transition into stability within the community and develop a successful progression into the community and school. This would result in a downturn in the recidivism rate of those clients having entered the program. Mentors will employ all resources and training provided by the MAJORS and developed in this program to ensure that all clients receive the attention and focus necessary to manage their successful completion of the program.





The MAJORS will partner with the case managers in an effort to assist in keeping the client in the program for one year. In addition MAJORS will also address the other areas of concern where the support and undergirding may be needed. The MAJORS then encourages clients to complete the MAJORS program and address through the mentoring model change in the clients behavior as well as positive thought and outlook on life.



James M. Harden Jr.

The MAJORS’ goal is to accomplish the support and care for the client by utilizing two mentoring methods. The first is a forum of discussion that will address various topics significant to their unique barriers. These topics are meant to challenge and encourage conversation that will solicit solutions to common obstacles typically met by ex-offenders upon release. The expected outcome is to increase familiarity with the mentor and develop relationships that continue to move the client to them reaching their individual goals. .

MAJORS will use is the one-on-one mentoring model where the mentor, along with case manager from the MAJORS will evaluate and assess the client. This initial assessment will ensure that the proper connection is made with the right mentor. Through one-on-one mentoring the individual support is provided, while the client is encouraged and develops confidence of understanding that he or she is not alone.

MAJORS mentor training will be the foundation and the bedrock of the MAJORS. During the training and recruitment of the mentors we are continuously preparing the mentor to be the best he or she can be in preparing and assisting the client to success through the program. The training for the mentor will in turn provide a more experienced and mature mentor who will be able to manage clients from various demographics and backgrounds.

*We cannot change our past... we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have. And that is our attitude.*  
*I am convinced that life is 10% what happens to me and 90% how I react to it”*

“ We can Change our Future.”

James Harden Jr.



As the MAJOR program increases in its volume of clients the need for mentors also will increase. Due to the importance of proper match and availability that the mentor will need, the program will implement a recruiting plan. This plan will be conducted using three methods.

The first will be through community solicitation by the use of brochures and flyers an appeal to community residences that may have a heart to give time to these clients who will benefit from their support.

The second method would be a direct appeal to the faith based community who often times come in contact with ex-offenders who have already managed some transitioned successes in their lives. In addition some faith based programs have mentors who have a concern for the juvenile ex-offender and provide ministries that may provide mentors for the program.

The third will be a quarterly community invitational meeting. This meeting will be geared toward individuals who are interested in mentoring however want to learn more about the requirements and the commitment. The meeting will be held at the urban league and will be conducted by the mentor coordinators as information is disseminated with explanation and the potential mentor can make an informed decision.

Our efforts with the recruiting opportunities is to ensure that our clients receive the necessary relationship connection that will be necessary to be successful through the program.

Creating a list of volunteers extends the mentoring components opportunities to ensure proper matching and continued support when some mentors are not available.

The MAJOR has its goal set on providing support and direction for the ex-offender to successfully navigate through the rough terrain of re-entering community and family through our program. We have provided a mentorship model which is specifically designed to assist and walk with the client to successful completion of the MAJOR program.





## **MAJOR'S ONE ON ONE MENTORING MODEL**

The one-on-one mentoring component will assure the fostering of a meaningful relationship and provide a stronger support to the client. The client thus has access and total support from his mentor and develops a trust that will continue to move him to success in the program.

Mentoring on a one-on-one basis will require matching the client with the mentor of whom he or she would best connect and identify. The mentor match becomes critical due to the critical need for the relationship to find the common ground to build upon. This matching will be assisted and accomplished by providing the client with a form that will investigate detailed information concerning his likes dislikes, hobbies and other information that will assist the mentor coordinator to match the client with the best mentor available.

Once the mentor and client are connected there is an initial meeting in order to establish guidelines that will provide the mentor with direction and an overview of places where there meetings and outings can take place. In addition documentation the mentor will take notes after the meeting which will be submitted within 24 hrs of the appointment between the client and the mentor.

The mentor coordinator will be the direct point of contact for all mentors updates and scheduled one-on-one sessions. This will include a weekly debriefing and review of mentor notes that will be placed in the clients file and a file retained for the mentor's.

When one-on-one mentoring is recommended or needed the mentor coordinator will attempt to match the client with a suitable mentor in the absence of qualified mentors the mentor coordinator will be assigned to the client. However when there is a mentor available the mentor coordinator will schedule a meeting with both the client and the new mentor to introduce and establish guidelines and expectations.

No mentor will be assigned to any client unless they have attended the mandatory mentor training provided by the MAJOR program director or mentor coordinator. In addition mentors' will have needed to be assessed through the application and interview process by the Mentor Coordinator. After which the mentor will be called when there is a need and an appointment can be set to introduce the client to the mentor.

After the initial meeting the mentor will assess and develop a consistent plan of communication to include telephonic, email, and or direct mail. This is critical as the mentor and mentee success relies on communication consistency.



One of the most important roles of a mentor is to be in a real relationship. It will take time for some participants to open up and feel comfortable engaging in discussions during mentoring meetings and during other interactions with their mentors. Mentors have to work thoughtfully to build the relationship and develop trust—and then maintain that trust over time. This will require efficient and proper training of the mentor.

## **MAJOR TRAINING**

The training developed for the mentors enrolled in the MAJOR program is designed to define the role of the mentor. Discover the purpose and the critical relationship that will exist between the mentor and client.

MAJOR training will also instruct and inform the mentor on some best practices in communications skills. It will help in identifying the difference between hearing and listening and establishing this information so the mentor has a better opportunity to determine the needs of the client.

In addition our training will teach the mentor how to recognize and address potential problems that may arise as they work to develop relationships with their clients. During this training we will also focus on professionalism and proper examples to set before the client.

# PRIME TRAINING FOR NEW MENTORS

**PRIME TRAINING  
MENTOR COORDINATOR  
JAMES HARDEN**

## INTRODUCTION

### OVERALL INTRODUCTION

The training developed for the mentors enrolled in the PRI program is designed to define the role of the mentor. Discover the purpose and the critical relationship that will exist between the mentor and client.

## INCLUDED INFORMATION

### IDENTIFIABLE TARGET LEARNING

During this training we will also focus on professionalism and proper examples to set before the client. The training will also inform the mentor of the importance of a positive visual and professional appearance. This includes encouraging personal hygiene proper enunciation and etiquette to the clients as we hope to assist the mentor in providing the most effective encouragement to the client.

## TRAINING OBJECTIVES

1. Understands the purpose and goals of the mentor to client relationship to include vision and goal of the PRI program
2. Share change model of behavior give a clear understanding of how and where they need to be mentoring their client.
3. Understands the purpose and goals of the mentor to client relationship to include vision and goal of the PRI program
4. Develop and train on listening verses hearing in addition to identifying potential problems and process of addressing them.
5. Mentorship matching how the match is determined and identified through the assessment.
6. How to discuss and address personal hygiene and professional appearance with client

# PRIME TRAINING FOR NEW MENTORS

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## **Training for PRI specific program knowledge**

Additional training will include the uniformed procedure for maintaining the case file on the client. The timing and entering notes in the case file for client interactions and meetings. Training will also consist of direct understanding of the relationship with the case manager and how the mentor supports and encourages the efforts of the case manager and the employment specialist.

Further training will also be provided to prepare the mentor for identifying the stages of change in a client's tenure in the program i.e.... pre-contemplation, contemplation, action, determination, and or relapse to termination. The mentor will be familiar with the stage the client is in to best introduce and begin the relationship that will assist him in successfully navigating through the program.

Finally the mentor will be trained in the area of identifying and classifying the clients which will be placed in the one of three tiers of mentoring identified in the program.

## **RESOURCES**

POWER POINT/ DRY ERASE BOARD/ CLIP BOARDS/ NOTEPAD/ PENS/

## **EVALUATION**

- A short 20 question multiple choice quiz will be presented and graded on a pass/fail with passing above 60%
- A short survey will be provided as to receive feedback on training and its overall effect

## **CONCLUSION**

**AT THE END OF THE INSTRUCTION THE PARTICIPANT WILL HAVE THE INFORMATION NECESSARY TO BEGIN TO ENGAGE IN A MENTORING RELATIONSHIP WITH AN EX-OFFENDER.** The mentor will be encouraged and to connect and contact the mentor coordinator in the event something has changed and the commitment to the client may be in jeopardy. There will be a 7day OJT where the mentor coordinator will monitor the newly appointed Mentor with a client.

## MAJOR

### GROUP MENTORING MODEL

The group component in the MAJOR provides an opportunity where the clients will have an availability to interact with other clients who may share some similar concerns, like experiences, and or helpful suggestions as topics and items are discussed with a mentor facilitator. The group will not only manage from a question answer format but as discussion where testimonials and transparency will be important to the barrier breaking needs that many clients will have.

The initial MAJOR group session for the clients will be conducted on the acronym “COOPERATION” which encompasses the first 12 weeks of the program where the topics match the letters in the acronym.

Confession                      Opportunities                      Obstacles                      Persistence                      Excellence  
Relationships                      Attitude                      Teach ability                      Insides                      Overcoming                      New  
Life



The group will also provide the MAJOR with an opportunity to stay connected with the client and families to stay abreast of obstacles and challenges that may affect the juveniles focus and direction.

Mentoring a group will require the training for the mentor; to be able to address the group in an open format however maintain the ability to keep the groups conversation moving positively. This will be done with a common thread of maintaining conversation along with those who have the need to speak concerning the topic. This becomes key we develop the relationship with the client and mentor which will differ slightly from the one-on-one component.

# Mentor Pairings

## **MAJOR PRE-RELEASE MENTORING MODEL**

Mentoring clients who are preparing for release will require the mentor coordinator to work closely with the Clark County Family Courts Judges and juvenile parole and probation personnel. These relationships become critical as it serves to bridge and make effective mentoring opportunities for the MAJOR program candidates.

Pre-Release provides an opportunity to breakthrough common resistance from potential participants who may have become resistant to mentoring. Providing services while they are in residential facilities makes for the preparation and mentor and mentee relationship better for a more productive post release experience. This Rapport builds strong relationship which produce successful post program participants thus continuing to reduce the recidivism rate in the community.

### **Pre- Release Mentoring Plan:**

Pre-Release Mentoring can be accomplished through several methods however keeping with the best practices of assisting the inmate of have promising and hopeful opportunity to re-engage into his community and successfully reengage with their education and families will begin with mentor. The mentor makes a connection with the client where he will be introduced. How the Mentor will assist the client in his goals.

Provide information concerning the MAJOR program and Mentoring component to the offenders who are 180days from release.

Coordinate bi-weekly appointments with cooperating prison facilities to meet briefly with potential clients who have met the program requirements and offer pre-release mentoring.

- a. Establish and assist in explaining Youth ETERNAL and its many resources
- b. Encourage and motivate inmate to attain and acquire documents while preparing for release
- c. Assist case manager's in preparation for client as he moves toward post release status
- d. Match client with post release mentor who will continue to encourage success through the MAJOR program.

Establish requirement for the client to communicate with mentor once a week reference to communicating progress in obtaining necessary documents for readiness for post release program.

# MAJOR CHANGE TRACKING

Identifying the correlation between the mentor and the case manager as it pertains to the balanced approach at successfully ensuring the all participants in the MAJOR program complete and attain the change in thought and recidivism behavior.

The areas identified as stages of change will be introduced as clients are assessed and interviewed by the case manager.

## **Pre-Contemplation:**

**Case Manager:** The case manager will assess and determine the client's goals and plan by a brief discovery of the client's needs and barriers that have hindered their ability transition into society. Providing clients with options and resources available to get him the path of addressing their barriers. In addition identify their personal need to affect change in their approach to personal success.

**Mentor:** Is more like the salesman for the MAJOR program explaining the services that benefit the client in his decision process. Explaining in detail how provide them with needs, and benefits that they must acknowledge they have need of at their stage of post release status.

## **Contemplation:**

Case Management: The case manager will assess the client as on a one-on one basis and during the interview determine the direct goals and assist the client in developing a strategy to accomplish the goals necessary to navigate his barriers. This will be conducted through a short list of tasks and goals that will enable the case manager to determine their seriousness of making personal life changes and moving toward determination.

Mentor:

The mentor remains available for the case manager as they determine if the client's ability to manage the tasks and engage in providing an example of seeking change. The case manager will then assess and recommend the client who demonstrates the need for assistance in completion of their sincerity for change and desire to move toward determination

**(Relapse) The client has the most vulnerability to return to the familiarity of their lifestyle of addressing challenges and can occur sooner than later in the change process. It is here that the MAJOR program relies on the resource of the mentoring component tier system.**

## **Determination**

**Case Management:** The case manager begins the intense portion of management where they work with the client one on one where identifiable tasks are accomplished with the client. To include but not limited to applications, resumes, drivers license, computer skills, counseling referrals and other resources that may be required or needed by the client. The case manager takes these barriers develops a strategic approach with the client that includes timelines that makes the client accountable to succession and completion of short term goals. The case manager continues the intensity of care as the client exhibits their determination of success.

**Mentor:** Has been referred to by the case manager where relationship will be established and the client will be matched with a mentor who will provide support for what the case manager has established and assigned to the client. The mentor will be available to the client where there maybe personal obstacles to navigate. The mentor addresses them by conversation and encouragement and will mandate the client keeps a consistent line of communication with the case manager

## **Action**

**Case Management:** The case manager has successfully assisted the client in navigating through the initial barriers that existed upon entry into the program. The case manager now provides support as the client enters and is introduced to the Employment resource specialist. The case manager will maintain their file as criteria needed for the MAJOR program will be needed. It is this area where the client's responsibility to report changes and provide documentation as needed upon obtaining employment.

**Mentor:** If newly referred when the client is working with an Education Resource specialist the mentor can and will assist the case manager in the follow up management of the client post employment to ensure the ongoing positive relationship with the school and family and assist with communication between the case manager and educational specialist. In addition the mentor has now the availability to monitor and assist the client with new obstacles that will arise as he manages school and on-growing responsibilities

## **Maintenance:**

Case Management: The case manager now has a responsibility to update the client's file with their weekly communication with the MAJOR team through the mentor, the educational specialist and or the case manager directly. This communication assist the case manager in identifying potential issues that may have evolved with an employer, and or family obstacles that may have an effect on the client's ability to perform their jobs. The case manager maintains this information in the clients file and schedule s a meeting once through of the year.

Mentor: The mentor provides support as the client has exampled change and shown the continued positive actions that establishes stability in their choices and lifestyle. The mentor encourages the client to engage in more positive activities in and around their community and seek the long term goals that were discussed and written.

*The mentor also monitors the relapse red flags and communicates concerns with the case manager so that resources when needed can be readily provided to prevent and they return to pre-contemplation. This is accomplished by celebrating the client's achievements.*



## **Termination**

Case Management: The case manager provides the client with a letter of separation and a certificate of achievement. Any further assistance needed by the client will be referred to the other resources provided by Youth ETERNAL.

Mentor: The MAJOR program is designed to assist the client for a tenure of one year however as a mentor because relationships have been established. The year will be celebrated and acknowledged in addition the mentor remains available as a point of reference as the client continues to make strides toward their long term goals.

With the implementation of the change tracking we are able to finally add measurement to the program as it pertains to addressing change in the client. Education and barriers were the initial goals that were immediately addressed when the client entered the MAJOR the desired goal and effect will give the client and our program an understanding of how the client managed himself in reference to changing behavior that will maintain the additional goal of preventing recidivism.

## **ONE ON ONE MENTORING TIER LEVEL OF MENTORING MODEL**

The one-on-one mentoring component is designed to ensure and provide support to the client to in a concentrated effort to make their experience positive and successful as they transition into society via employment, family reconciliation and housing. With these being the crux of the barriers that many will face it is evident that every client that enters the ex offender program provided through the MAJOR will have various and diverse needs of mentoring.

The MAJOR mentoring components are designed to assist the client at a mentoring level where he or she shows the greatest area of need. The following will provide a guide that the mentor coordinator will use to assist in creating the time and match for the client to assist him navigating through MAJOR program with the assistance of a mentor.

## Tier I

5 – Hours a month (includes one phone call)

This tier is designed for all offenders who come into the MAJOR program the mentorship is offered required as we seek to provide them with information that will ready them for the challenges ahead having just begun as post release clients. This is done through the Group Mentoring component. However as clients are identified in these group sessions they will be contacted by the mentor coordinator as to identifiable issues that would require other tier mentoring.

- (A) As a client engages in the PRI program and obtains employment he will be re-assessed for tier II where he will be re-assessed assigned a mentor if the case manager deems it necessary

## Tier II

10 – Hours a month (mentee access to mentors phone number)

This tier is designed for mentees who are referred or recommended by the case manager as having been identified as a client who is within the scope of the stages of change that have been matched for mentor involvement. In addition those clients who have successfully completed tier one group and the mentor coordinator has identified the client as an individual who would benefit from this tier of mentoring

- (1) This tier will involve a volunteer mentor who is matched with the client and would still include 2-4hrs of group a month in addition to one face to face appointment/meeting with the mentor and the mentee having access to the mentor as needed.

### Tier III

15 – Hour a month (mentor home visit and follow-up 2 meetings a month)

This tier is designed for mentees who have been considered and or recommended by case managers to have been unavailable after beginning the program. This in addition would include mentees who have entered the PRI program with special challenges and circumstances that are identified upon assessment. These individual's will be mentored by a salaried mentor coordinator with continued intense case management. This tier will be that will be scaled down as the mentor coordinator determines the scope of attention the mentee needs and the progression he or she has made.

- (a) This tier will involve the mentor coordinator directly where he/she is assigned to the mentee for 2-4 hr group a month. 2 face to face meetings with the mentor coordinator a month. In addition the mentor coordinator will make one home visit to continue to establish and build the personal relationship between mentee and mentor. Finally this tier will include 2 calls a week to the mentee and one call a week to the mentor. This continues when employment, housing or other barriers have been breached the mentee remains on this tier until the case manager and the mentor coordinator can make an informed decision together on the continued tier of mentoring.

## **PRIME Employment Support**

With continued support of the client to maximize the connection with their employer and the client success on in their new position we are implementing a mentor support for all clients who have been gainfully employed. The PRIME will be prepared to address potential issues that may arise on the job with their employers. The mentor coordinator will be available to hear and listen to complaints and or potential problems that may affect their employment.

In addition they will be recommended to an employment survival class to be held each quarter as a requirement of the PRI program. This class will cover the critical and detailed items that pertain to maintaining employment. We will focus on issues such as calling in sick, Human Resources, communications with chain of command, reporting to work on time, reporting on the job injuries. In the livelihood of our client newly and for some for the first time entering the work place, we hope to continue to remain a resource for questions and assistance as they enjoy their new employment.

A mentor coordinator will continue to remain available in order to communicate issues or situations to the case manager both positive and negative efforts. Although the initial concern with this component is support, the mentor wants to maintain with the Employment Specialist an equal opportunity to celebrate the positives. These should not only be acknowledged but also rewarded. It is a well known fact that the unemployment rate is staggering so we really want to ensure that our clients are commended for their accomplishments and efforts. This can and will be accomplished through letter, gift cards, certificates, and other forms of acknowledgement.

Mentors will be available 24hrs 7days a week and will have the flexibility to respond to the client regardless of the shift they work. This benefit to our client is unprecedented with regards to answering questions, expressing frustrations, and other development that could affect their employment status. It is this level of commitment that we trust encourages and enables the clients to become positive at their respective places of employment and represents the fine examples that our clients have set for future relationships throughout the community.











