



# EUROPE

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Co-funded by the  
Erasmus+ Programme  
of the European Union

## INDUCTION TO MENTORING NGO INTERNS

HELPING YOUR  
INTERN GET THE  
MOST FROM THEIR  
PLACEMENT

[www.ngeurope.net](http://www.ngeurope.net)



Partners



2017-1-PT01-KA204-035759

*This project has been funded with support from the European Commission. This publication [communication] and all its contents reflect the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*

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## INDUCTION TO MENTORING NGO INTERNS

HELPING YOUR INTERN GET  
THE MOST FROM THEIR PLACEMENT

## MODULE 1

### Module Aim

To provide the NGO Leader who has agreed to host an intern as part of this programme with a background to the project and give them and understanding of their role in the programme and the importance of the internship in helping develop future NGO leader

### On completion of this module learners will be able to:

1. State the concept of NGEurope and understand the purpose of facilitating a green or social intern as part of the programme.
2. State the role of the NGO leader in the internship programme
3. Explain the meaning of equal opportunities and discuss the barriers to equal opportunities for men and women and people from different socio economic backgrounds.
4. Outline how they can assist the intern in becoming a future NGO leader

## Introduction to NG Europe Intern programme

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### What is NG Europe?

NG Europe", is an international project that empowers community leaders to take action on social and environmental issues. The programme will empower organisations to create new opportunities that will enable them to increase their impact in protecting their local environment. The NG Europe programme includes a 5 day training course for potential leaders of community organisations. In addition, NG Europe offers the trainees the opportunity to experience a real life NGO so they can fully understand the challenges faced and how an NGO operates on a daily basis.

Due to their independence, capacity for community engagement and mobilisation, potential for awareness raising and true impacts, and also taking into account the financial, social and humanitarian crisis Europe is facing, NGOs are needed now more than ever. The European Commission declared that NGOs "have become essential actors in the social field, particularly in the fight against poverty and social exclusion" and the Council of Europe also supports NGOs by stating "the Governmental and quasi-governmental mechanisms at all levels should ensure the effective participation of NGOs without discrimination in dialogue and consultation on public policy objectives and decisions".

NGOs provide much needed services to their respective communities, and thorough planning during the start-up process is crucial to developing an effective and professional organisation that is able to meet the myriad challenges faced by the world today. Potential or established NGO leaders often face extraordinary challenges – both at a personal and organisational level. These challenges are demanding, and distinct from those faced by governments or the for-profit sector. NGO leaders are often isolated and unsupported. There is talk of a leadership deficit, because of the shortage of talented leaders and the growth of the non-profit sector generally. As a result there is some urgency in developing a new generation of leaders, and to provide relevant support to existing and future leaders. For all this, such a novel approach must include expertise and best practice from a multitude forefront of such strategies, as it encompasses expert partners in a set of required competences from countries across Europe. Another innovative aspect of NGEurope is that it will be directed at adults, who clearly lack leadership programmes in Europe, since the ones existing are directed at youth. The projects' training programme and products will be freely available to any interested person, and will be highly disseminated at no cost, promoting inclusion and active citizenship throughout Europe.

# MODULE 1

## Introduction to NG Europe Intern programme

### Who is Involved?

7 partners

5 countries

Who is NG Europe

### Why Host an Intern?

- By working with you, interns will be able to learn skills, gain support and be inspired to become change makers in their own community.
- Immersion into the social/ green entrepreneurship landscape gives hands-on experience in the sector. The insights, as well as personal and professional development gained through this placement can provide the intern with the first step towards making a difference in their community.
- Your influence on an intern can be life changing for them. Your intern will be looking to you as a role model. They will want to know how you got started, they will be wondering if their idea or concept is viable and will benefit from honest feedback from you.

### Equal Opportunities for all interns

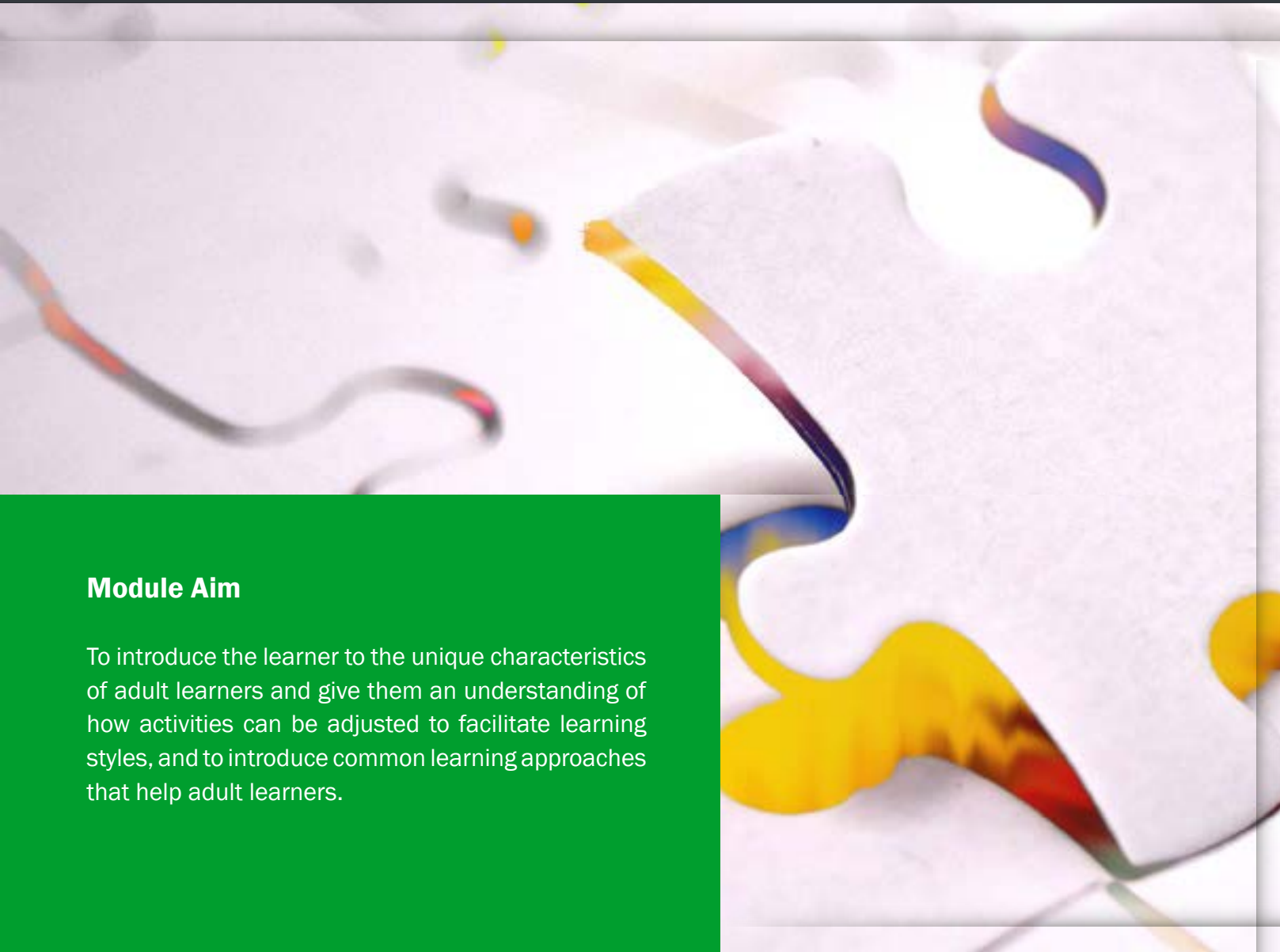
- The commitment to equal opportunities for all, underpins and impacts on every aspect of the NG Europe programme.
- The following barriers may be relevant to your intern:
- Social & cultural: peer pressure and family background
- Practical and personal barriers; transport, time, disability, childcare, age, language, caring responsibilities.
- Emotional Barriers: lack of self-esteem or confidence, negative experience of learning
- Education is the most important tool for promoting equal opportunities. If people have equal opportunity to gain education and skills, this goes a long way to promoting equal opportunities in the labour market. NG Europe want to open opportunities to people regardless of educational or socio-economic background.

### Role of NGO Mentor in Internship

- To provide an opportunity for the intern to experience at first hand, the daily operations of an NGO.
- To provide a plan for the intern for the duration of their placement.
- To inspire and provide leadership to the intern.
- To ensure the intern is welcomed to the NGO and any barriers to learning are minimised.
- We ask that the host takes responsibility for the intern for the duration of the placement. The intern may be lacking in confidence and may need extra care and attention. We ask that you are available to discuss the expectation of the individual intern and put realistic plans in place.

### How can you assist your intern in becoming a future leader?

- Share your personal story.
- Discuss your personality strengths and identify strengths you observe in your intern.
- Discuss skills that need to be developed and outline how the intern might develop these skills.
- Encourage your intern to develop their idea and if possible share resources with your intern.
- Your intern will be looking to you as a role model. They will want to know how you got started, they will be wondering if their idea or concept is viable and will benefit from honest feedback from you.



### Module Aim

To introduce the learner to the unique characteristics of adult learners and give them an understanding of how activities can be adjusted to facilitate learning styles, and to introduce common learning approaches that help adult learners.

### On completion of this module learners will be able to:

1. List 5 characteristics of adult learners
2. Explain 3 adult learning styles
3. List 3 activities relevant to learner's NGO that will facilitate learning for a green or social enterprise intern on their upcoming placement depending on learning style.
4. Demonstrate a basic understanding of a range of approaches to helping adults learn
5. Encourage cooperative learning with your NGEurope intern

### Adult Learning Styles:

- Research suggests that adults learn better when the instruction they receive is tailored to their preferred way of learning. Therefore understanding how different people learn is important so that your intern will be motivated and put the new knowledge and ideas into practice.
- Adult learners have unique needs that need to be taken into consideration.

### Adult Learning should:

- Be Relevant.
- Be Goal Orientated and practical.
- Encourage Collaboration.
- Be Self Directed.
- Utilise existing knowledge and life experiences.

The motivation for adults to learn increases when the learning has a clear link to real life situations. Learning activities should directly contribute to achieving the personal objective of your NG Europe intern, such as gaining knowledge how to move from a concept in their own heads to developing a viable NGO. Linking the learning to real life and how knowledge can be applied by the intern is required. Your adult NG Europe intern needs to be given the freedom to assume responsibility for their own choices and they need to be proactive in making decisions. You should encourage your intern to bring their past knowledge and experiences to their placement.



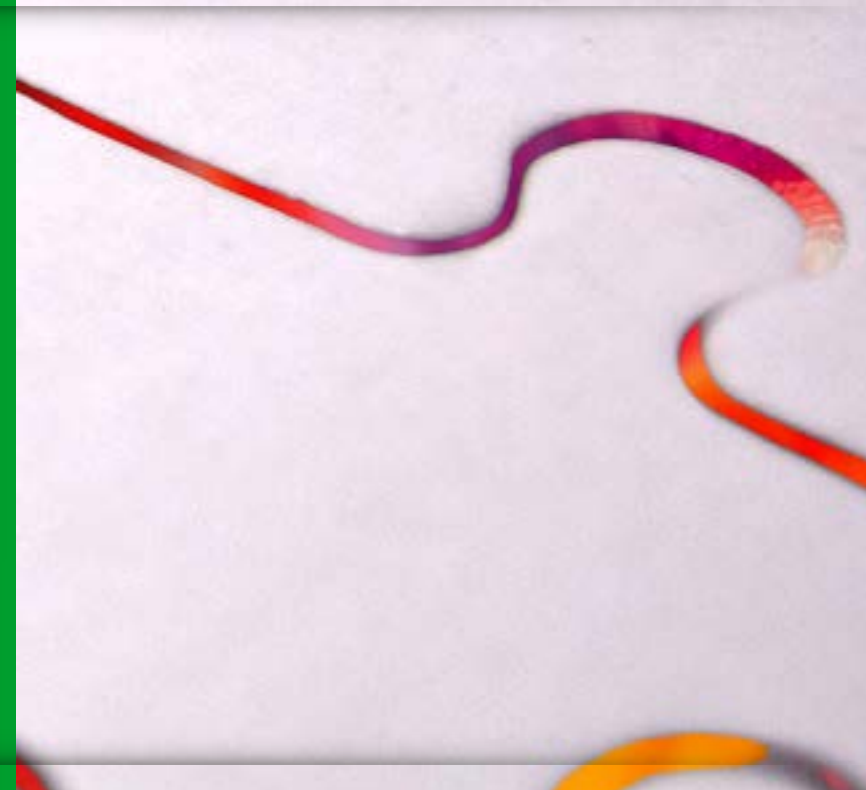
### Adult Learning Styles

- Learning styles are based on the concept that everyone learns differently and that instruction should be presented in a variety of ways to facilitate individual learning styles.
- Some researchers, as a very basic way to explain the concept, use the acronym "VAK":

**Visual:** some learners are visual, relying on reading, watching videos or diagrams, etc., to learn

**Auditory:** some learners are auditory, and must listen to learn

**Kinaesthetic:** some learners "learn by doing", and require movement to be incorporated into their learning.



**Activities that you can use to help your intern****Visual Learners:**

- Use maps, flow charts, or webs to organise materials
- Highlight and colour code books/notes to organise and relate material
- Write out checklists of what's important
- Draw pictures or cartoons of concepts
- If using the computer, have the student experiment with different font sizes and styles to enhance readability.

**Auditory Learners:**

- Engage the student in conversation about the subject matter.
- Question students about the material.
- Ask for oral summaries to ensure understanding.

**Kinaesthetic learners:**

- Physical experience - touching, feeling, holding, doing, practical hands-on experiences.
- These people will use phrases such as 'let me try', 'how do you feel?' and will be best able to perform a new task by going ahead and trying it out, learning as they go.
- These are the people who like to experiment, hands-on, and never look at the instructions first!

**Encourage Co-operative Learning**

Cooperation is working together to accomplish shared goals. Within cooperative situations, individuals seek outcomes that are beneficial to themselves and beneficial to all other group members. This is your opportunity to share learning experiences between your own NGO and your NG Europe intern. They may have some valuable experiences or ideas that you can learn from also.

**Module Aim:**

To provide the learner with basic information to risk assess before the intern arrives

**On completion of this module learners will be able to:**

1. Explain the meaning of a risk assessment in relation to the NG Europe project
2. Identify hazards in the learners own NGO that may impact the intern
3. Determine the level of risk
4. Put in controls and inform the arriving intern

Your NG Europe intern must receive induction training and must be shown how to work safely in your environment.

- It is advisable to share your safety statement with your intern prior to their starting their placement. Interns must read the safety statement carefully, particularly the risk assessment sections relating to their job, and ensure that they fully understand this information.
- If the intern has an accident at work who should report it? If an intern is injured in the course of his or her placement, what should happen?
- Identify any risks that are specific to your NGO and that the intern is unlikely to have come across before? What controls can you put in place to ensure the safety of the intern in this situation?
- Does your intern require PPE? PPE means 'personal protective equipment' and includes items such as ear protection, eye protection, safety shoes, and high-visibility vests. Employers must supply PPE where risks cannot be eliminated or adequately controlled. PPE must be used correctly. Your NG Europe must comply with the training and instruction given on its correct usage.
- What health and safety provisions should be in place for interns with disabilities?
- Safe access to and egress from and circulation within the workplace should be provided as necessary. Access to all welfare areas, e.g. sanitary facilities, washing facilities, facilities for taking meals, should also be provided. You should ensure that adequate assistance is available for the safe evacuation of those with a disability in the event of an emergency.



## MODULE 4

**On completion of this module learners will be able to:**

1. Customise a series of templates provided based on the individual circumstances of the learner's NGO.
2. Define a clear role for the intern
3. List the supports available to the intern during the placement
4. Design a brief induction programme for the social or green intern.

### Attached templates

1. NG Europe Induction Plan
2. NG Europe Induction Check List

### What will your NG Europe intern do?

The role your intern will play in your NGO is entirely up to you, but it is critical that the intern gets an opportunity to develop their skills and learn some new ones. Some of the areas that they may need experience in as are follows.

#### Administration

- Documentation
- Learning how to email

#### Finance

- Managing money in an NGO on a daily basis
- Budgeting

#### Planning

- How to develop an idea to a viable enterprise
- Creating a monthly / yearly plan for the future

#### Governance / legal issues

- Country specific requirements for creating an NGO
- Procedures for creating policy documents

#### Promotion / marketing

- How to market services of an NGO
- Planning a promotion for your NGO

## Developing a customised 'induction pack' for the incoming intern

### Module Aim:

To provide the learner with templates designed to assist their work as a mentor and guide the intern in their new role and define the role of the intern within the learner's NGO

## Communicating with the NGEurope intern

### Module Aim:

To provide the learner with skills to effectively communicate with the NG Europe intern regardless of background or educational attainments and to introduce practical conflict resolution techniques and strategies that the learner can effectively use when managing conflict with the intern.

## MODULE 5

**On completion of this module learners will be able to:**

1. Identify the different methods of communication
2. Clearly communicate expectations of the placement to the intern
3. Discuss the importance of listening to the intern during the placement
4. List 4 common barriers to communication and how they can be avoided
5. Identify and assess conflict situations while anticipating the signs, stages and possible causes of conflict
6. Clarify the issues relevant to conflict while exploring possible resolutions
7. Conduct conflict resolution meetings with involved parties and know when to refer to mediation

### Communicating with your intern

- Establish the best methods of communication, then stay in constant contact.
- Every manager is different, so determine how you'd like your intern to communicate with you (in person, via email, or another method?) and let them know.
- Develop an open question style of communication to encourage engagement from your intern.
- Once you have communication routines in place, make a point of staying in constant contact.
- Communicate first thing in the morning, throughout the day and at the end of the day to let them know it's OK to leave.
- Clear lines of communication with improve the job satisfaction of the intern.

### Conflict Resolution

- When you need to give constructive feedback, be supportive.
- It's never easy to tell someone he or she has made a mistake. It's best to address the issue quickly and calmly.
- Rather than impose your influence, hierarchy or rank – respect the unique differences in people and learn to see things from differing points of view.
- Creating an open dialogue for these meetings is crucial; you want to encourage your interns to give you feedback, too!



It will not be possible for your NG intern to learn all of the above so it is important to spend time with your intern at the beginning of their placement so you can both establish clear roles and expectations.

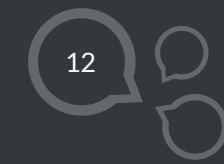
### Evaluation

- Give intern time to complete evaluation forms
- Discuss placement with intern and ask open questions
- Advise intern on next steps for them depending on their desires
- If you are prepared to facilitate communication with the intern, ensure intern is clear of how and when that communication takes place.
- Present intern with Certificate of Participation



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The following checklist has been created to help you in welcoming your new intern.

Plans, pointing out first aid and emergency procedures and briefing on safety procedures.

## Prior to your intern arriving

It's a good idea to start planning early for your interns first day, as there are a few things you'll need to organise.

### Ensure you have:

- Told the intern before their first day where, when and who they should report to and whether they need to bring any tools or equipment
- Organised building and IT access as well as any uniforms (if necessary).
- The interns emergency contact details
- A copy of any licences held by the intern needed for the job e.g. Drivers Licence.

Also, make sure you keep all interns paperwork in secure personnel file.

## On the first day

To ensure your intern gets off to a good start, it's important that they feel welcomed, well-informed and equipped to do their job.

### Orientation and housekeeping:

- Introduce the new intern to other staff
- Show the new intern the kitchen/meal, toilet facilities and where to store personal items (bags, jackets etc.)

### Ensure you have:

- Given the intern copies of relevant business policies or procedures e.g. codes of conduct and work health and safety policies or procedures.
- Discuss:
  - The history of your NGO and your mission
  - Who the intern reports to
  - The interns duties and what training will be provided
  - Hours of work / break times
  - Any workplace policies and procedures including:
    - Uniform or dress code (if any)
    - Procedure if the intern is sick or running late
    - Rules regarding personal calls, and use of social media at work
    - Any bullying, harassment and anti-discrimination policies.
- Completed a workplace health and safety induction

You need to provide your employees with a safe workplace. This can include discussing evacuation.



## Workplace orientation

Keys, codes and access to building	
Staff room: tea and milk arrangements,	
Toilets	
Coat stand	
Work station/desk	
Filing, storage and supplies	
Recycling and bins	
Post	
Photocopier/printer	
Nearest shops	
Phones	

## Getting to know who you work with

Meet available team members	
Organisational structure explained	
Meet the manager	

## Personnel documentation and checks completed

Emergency contact details provided to line manager	
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## Job Role

Duties and responsibilities explained in detail	
Immediate tasks identified	
Objectives of placement agreed	

## Health and Safety

Hazard awareness and safety rules	
Reporting of hazards	
Emergency procedures (including fire)	
Location of fire exits	
First Aid box and name and contact details of first aider	
Manual handling	
Personal protective equipment e.g. hi-visibility clothing	
Break times	

## IT

Laptop passwords	
Email signature	

## Policies and procedures explained

Data Protection	
Confidentiality	
Professional behaviour expectations (personal calls, use of internet, dress code, etc.)	

# Checklist

