



# **USAID's Engendering Industries Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries:**

**1.9 Use mentorship programs to promote technical jobs and the company as employer of choice among women and men**

## **About Your Gender Equality Plan**

The following Gender Equality Plan was generated using Engendering Industries' online tool: [The Best Practices Framework for Advancing Gender Equality in Male-Dominated Industries](#). The best practices listed in this plan were identified and included to fill gender equality gaps at your organization. The information included in your plan provides an overview of how to implement best practices, challenges to implementation, and markers of success. More information and resources for advancing gender equality at your company are available at [EngenderingIndustries.org](https://EngenderingIndustries.org).

## **Description**

Create high quality mentorship<sup>[1]</sup> programs for female students of different age groups (e.g., for high school students to attract them to technical studies or for university students in the technical fields to promote the company as an attractive place to work)

Provide clear structure and dedicate sufficient resources including:

- Clear targets and quality standards for each mentorship program
- One person in charge of coordinating the program, promoting it at universities and schools, and acting as point of contact for students, faculty, and mentors
- Mentors who are trained to be aware of and eliminate gender and diversity bias in supervision and who create a positive environment for women and men with clear instructions on guiding mentees
- Constant evaluation integrating feedback and suggestions from students, faculties, schools, and company personnel

Ensure outreach and communication to administration and faculty uses inclusive and gender-equitable language and materials

Prioritize standardized selection and matching of mentors and mentees, integrating as many women from the company as possible, and providing a strong framework for mentors and mentees for orientation (e.g., mentoring topics and boundaries, expected frequency, and format of meetings)

## **Challenges to Implementation**

Bad quality mentorship programs may have an adverse effect with unintended negative consequences

Selection and matching of the right mentor are critical for success

## **What Success Looks Like**

Mentees show higher interest in working at the company and in the sector

Mentoring relationships are sustainable, which can be seen in numbers and frequency of contacts between mentors and mentees

Women from targeted educational institutions apply for mentoring opportunities in higher numbers

Increased number of women accepted for mentoring

Increased number of female job applicants from mentoring pool

Training for mentoring supervisors is expanded to include gender equality, diversity, and non-discriminatory practices

Mentoring candidates, women, and educational institutions report high satisfaction with the quality of mentoring and target achievement

#### **Resources and Tools**

**Guide:** [How to Start a High-Impact Mentoring Program](#) (Chronus)

**Guide (incl. Evaluation Planning Worksheets & Sample Survey Questions):**  
[Evaluating a Mentoring Program](#) (NCWIT)

**Case Study:** [In North Macedonia, The Future Is Female: How A Power Utility is Opening Doors for Girls and Women](#) (USAID)

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[1] **MENTORSHIP.** Mentoring relationships are focused on the provision of emotional support and advice to help the protégé achieve greater subjective career outcomes e.g., improved job satisfaction. (Source: [Workplace Gender Equality Agency Australian Government, Mentoring or Sponsorship?](#))