



BizMentors
International



Best Practice **Handbook**

December 2019



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Welcome to BizMentors International

1.1 Overview

bizmentors is a business mentoring initiative based on a that was developed in 2012 to support, nurture and develop business and entrepreneurship in Galway. The concept was developed by SCCUL Enterprises CLG and proved to be a huge success. Since its inception it has assisted over 1000 businesses and developed into a programme that covers all of County Galway.

The original model was established, with just a handful of mentors servicing a small geographic area. The initial remit was to support businesses who didn't get support from state agencies, i.e. if they commercially displaced another, could not employ at least 10 people or did not have export potential. In this way, the model complemented existing mentoring offerings.

As bizmentors is an entirely inclusive offering, supporting all individuals and industries, it has the capacity to support a broad range of business sectors and communities, including those under-represented groups in business such as women, the disabled and ethnic minorities. Each mentee can apply as many times, in as many areas and as often as is needed.

Since April 2012, bizmentors Galway has supported over 3060 one-to-one mentoring sessions and over 1900 clients attending group mentoring seminars in a range of mentoring topics.

The BizMentors International project concept is simple, that is the provision of barrier-free pro bono mentoring and support for start-up and existing SME's. The low-cost model of BizMentors International is a key feature of its success and sustainability. Given that the mentors are voluntary there are limited running costs, including for example the costs of maintaining an on-line interactive platform and co-ordination services, and therefore project sustainability is more feasible once the funded project is complete.

Funding for the BizMentors International Project was secured from the Northern Periphery and Arctic Programme (NPA) of the European Union in October 2018 for a three-year programme. The BizMentors International Project aims to innovate the existing business mentoring model using an online interactive platform and shared learning to scale and expand BizMentors International, making expertise accessible to all enterprises and entrepreneurs thereby developing BizMentors International into a transnational mentoring programme. It will be trialled in the NPA area for the duration of this program.

The project partnership is comprised of Lead Partner - Western Development Commission (WDC) (Ireland) and project partners Fermanagh and Omagh District Council (Northern Ireland), Icelandic Arctic Cooperation Network (IACN) and the Northeast Iceland Development Agency (Iceland), Savonia University of Applied Sciences (Finland) and SCCUL Enterprises CLG (Ireland).

To test the new model, the partnership will focus on the Processing and Refinement of Natural Resources and in particular the Agri-Food sector.

For the purposes of implementing the project the following definition applies: Supporting the agri-food sector, but not focused on primary production.



1.2 Our Mission

Our Mission is; "To facilitate economic growth, through the delivery of best practice mentoring and technology".

1.3 Our Vision

Supporting rural business to survive, thrive and grow through barrier-free mentoring.

1.4 Project Objectives

The objectives of this NPA project are:

1. To expand the BizMentors programme throughout the partner regions so that barriers to specific expertise and markets are removed for those with ambition, ideas and skills.
2. Using technology, develop an online platform to scale the mentoring service in a cost efficient and inclusive manner over distance and borders.
3. Develop a Best Practice Handbook (BPH) to share lessons learned and create a product that is robust and transferable throughout all communities in the NPA region and beyond.

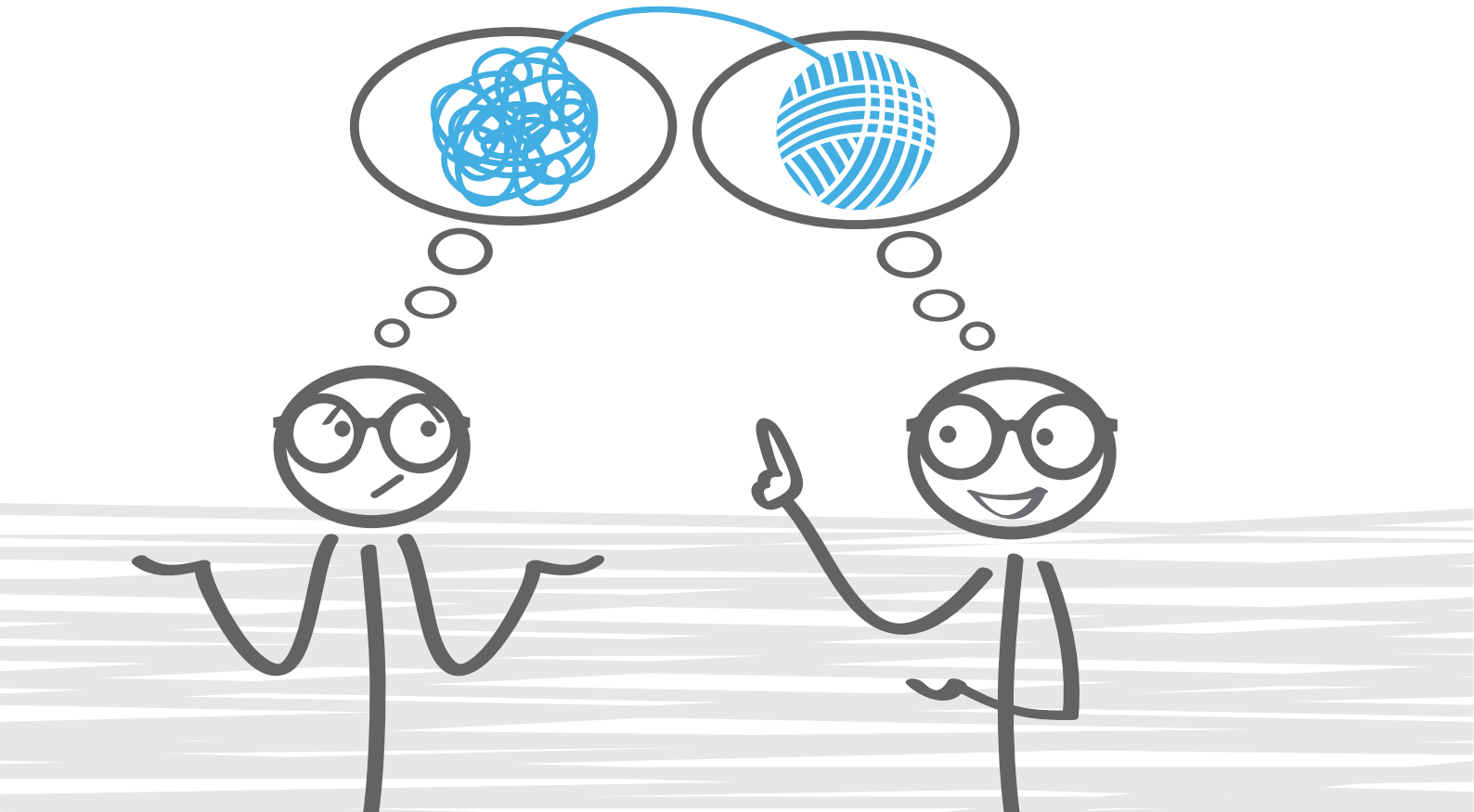
The project will encourage outward looking individuals and enterprises and will provide the opportunity to access the expertise of Mentors in other regions and not just locally. By rolling out BizMentors International in the NPA regions, entrepreneurs will be supported by experienced peers to take advantage of the unique natural capital, resources and skills that exist across the project area. This will nurture and develop entrepreneurship and broaden SME export potential across new markets and networks in the NPA. By combining knowledge and experience with ambition and drive the project aspires to enhance the success rate of start-ups and the survival rate of existing SMEs.

The vision of the NPA programme is to support the NPA region to be a first-class place to live, study, work, visit and invest. Knowledge transfer, innovation and learning are intrinsic to BizMentors International and will play a major role in replicating and scaling the BizMentors International project effectively throughout the NPA.

1.5 Project Outputs

The ultimate output of the project will be the establishment of a BizMentors International online mentoring platform to support entrepreneurs and businesses in remote and sparsely populated areas. Underpinning this, will be the establishment and piloting of a best practice mentoring model transnationally.

The outcome of the project proposed will build on existing bizmentors programme by expanding the network of Mentors, Mentees and connectivity throughout remote and diverse regions in the partner countries and reducing the cost through implementation of an online platform.



2 Mentoring as a concept

Mentoring is a “personal development” relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person. Mentoring tends to focus on the future, and broader skills for business development, whereas a coaching relationship tends to focus on here-and-now problems.

In 2004, David Clutterbuck , an academic who studied mentoring relationships, coined an acronym for what Mentors do:

- Manage the relationship
- Encourage
- Nurture
- Teach
- Offer mutual respect
- Respond to the learner’s needs

bizmentors Galway have defined Mentors as “people with a proven track record of business success who volunteer their experience, advice and support to small business owners and developers, with key objectives of supporting the growth and development of the business owner and the business”.

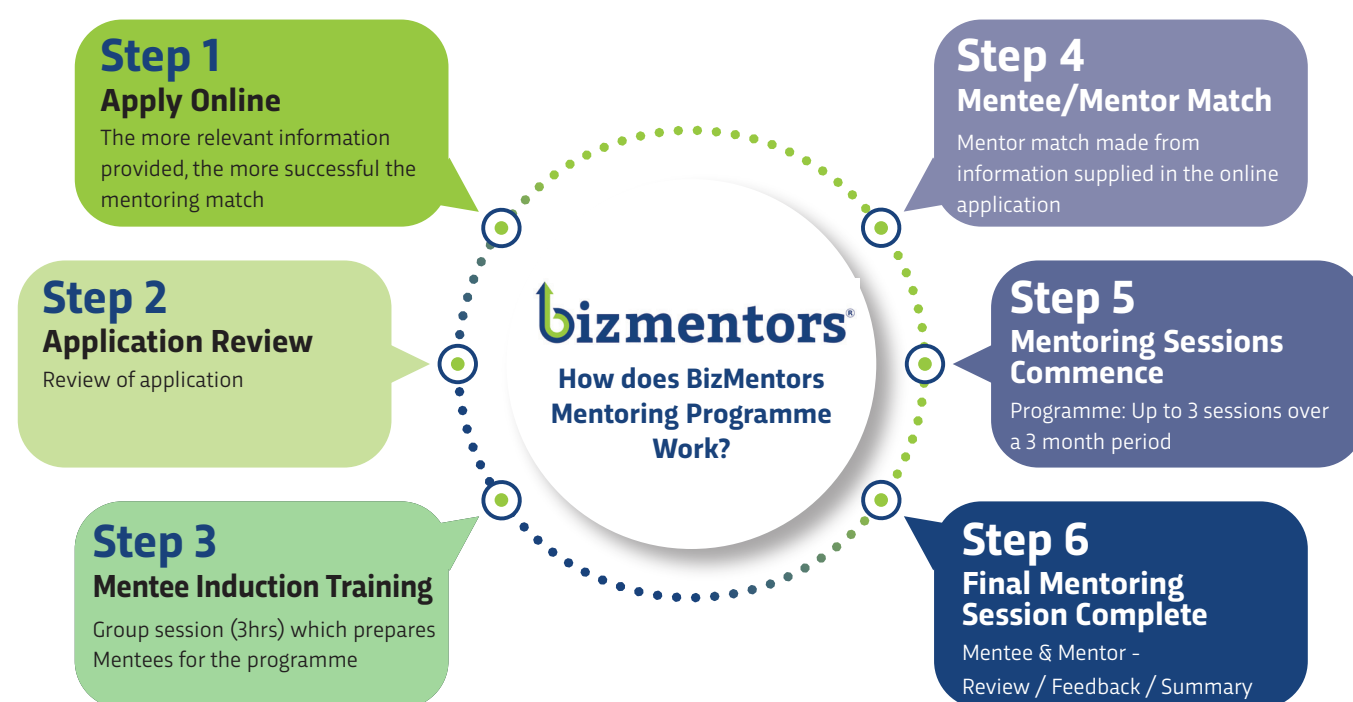
2.1 What a Mentor is and is not

A Mentor is:	A Mentor is not:
A Business Navigator: “If you cannot see where you are going, ask someone who has been there before.” J Loren Norris	A task-manager: If you’re talking about daily tasks with your Mentor, you’re doing it wrong.
A sounding board: Sometimes you just need a safe space to explore the solution. A Mentor can provide you with the opportunity to test out theories or solutions.	A problem-solver: One of the worst things you can do as a Mentee is bring your Mentor a problem without ever considering a single solution.
A helper: A Mentor adopts a primarily selfless role in supporting the learning and development of another person.	A decision maker: Mentors are there to guide you, not make decisions for you or your business.
A confidant: Their number one priority in this relationship is to see you succeed, which means you can confide in them about the sensitive issues without worrying if it’ll come back to bite you.	A gossip: Do not expect your Mentor to discuss the personal or private affairs of others / competitors.
An advocate: They’ll help you make sense of your failures and find the opportunities to learn and grow.	A networking tool: No one wants to be admired or used because for who they know. Therefore, unless it seems appropriate, avoid asking for an introduction.

3 Overview of existing practice – BizMentors Galway

3.1 Summary of existing model

Since April 2012, bizmentors Galway has supported over 3060 one-to-one mentoring sessions and over 1900 clients attending group mentoring seminars in a range of mentoring topics.



This graphic illustrates the process that bizmentors Galway currently use. At present it is a six-step process.

3.2 Mentees

Mentees apply for inclusion in the mentoring programme by completing a short online application form (See Appendix 1 for sample form). This form is then reviewed by the Coordinator and potential Mentors will be identified.

Priority will be given to selecting those companies in the micro (0-10 employees) and small (10-49 employees) category due to the level of demand for mentoring support experienced from this sector.

3.3 Mentors

Mentors are people with a proven track record of business success who volunteer their experience, advice and support to small business owners and developers, with the key objectives of supporting the growth and development of the business owner and the business. Mentors apply by completing a short online application form (See Appendix 2 for sample form).

3.4 Induction

Mentees and Mentors are required to attend an induction session to ensure they understand the process and are prepared to maximise their return from engaging in the mentoring programme.

3.5 Matching of Mentee to Mentor

Mentors are allocated based on availability and suitability by the programme advisory board with input of the Regional Coordinator. Mentors act on a voluntary basis. Mentors sign a strict Mentor Confidentiality / Ethics Agreement with bizmentors.

The bizmentors Coordinator requests Mentor approval for the proposed match. The completed Mentee application form is forwarded to the Mentor prior to acceptance of the Mentee. The Coordinator will call the Mentee to notify them of the match and provide an email with Mentor contact details.

3.6 Commencement of Mentoring

Responsibility lies with the Mentee to make first contact with their appointed Mentor. Once the Mentee induction has been completed and adequate information has been collected and preparations made, Mentees should email/call the assigned Mentor shortly after receiving the activation email/helpline call.

Compatibility of Mentor and Mentees will be agreed with both parties before mentoring commences. The goals and objectives of the mentoring are established by the Mentee, in agreement with the Mentor, at the start of the assignment. The mentoring assignment consists of three mentoring sessions and a chemistry session, which can take place in a location selected by the Mentor or in the SCCUL Enterprise Centre Ballybane over a three-month period.

Mentees can reapply for Mentoring regarding other factors in their business and be appointed a second or third Mentor after the first mentoring assignment has been completed.

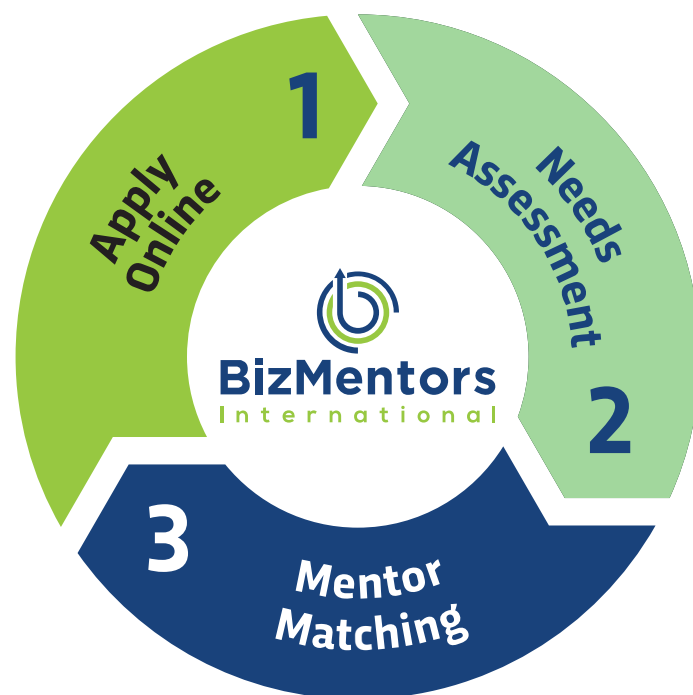
3.7 Evaluation of Scheme

Upon completion of the three sessions, the Mentee is expected to complete the evaluation form (attached in Appendix 3) within one week. This form is reviewed by the Coordinator and any learning outcomes/feedback are considered and fed back to the Advisory Board/ Mentors, as applicable.

4

Paper Based Model Trials

It is envisaged that the Paper based trials will closely replicate existing bizmentors Galway model. The six stages in bizmentors Galway have now evolved into a three-step process as illustrated below.



An A5 flyer will be produced and circulated to promote the project, generate interest and direct traffic for all Partner areas/regions towards either the regional BizMentors International Coordinator or the www.bizmentors.eu page.

4.1 Mentees

Mentees apply for inclusion in the mentoring programme by completing a short online application form via www.bizmentors.eu (See Appendix 4 for sample form). The completed application form is then directed to the Coordinator in the relevant region. The Regional Coordinator will have to identify potential Mentors.

4.2 Mentors

Mentors apply by completing a short online application form online (See Appendix 5 for sample form).

Again, the completed application form is then directed to the Coordinator in the relevant region. Checks to ensure the suitability of the application will be carried out by the Regional Coordinator. This will be region specific and may include, for example telephone conversations, Curriculum Vitae checks, checks of the website/social media links provided, financial information checks and/or references that will confirm a proven experience in their area of expertise.

4.3 Induction Session

For the paper-based trial, an induction session will be facilitated for both Mentors and Mentees by SCCUL through a live Zoom call. Subject to quality, it is planned that a video will also be made available, from the Regional Coordinator, to disseminate thereafter. This session seeks to ensure they understand the process and are prepared in such a way as to maximise their return from engaging in the mentoring programme. Upon completion of Induction session, both Mentors and Mentees must sign electronically the terms and conditions of the programme which will be presented in the Code of Conduct prior to official acceptance onto the programme.

4.4 Matching of Mentee to Mentor

Mentors will be allocated based on availability and suitability by the programme Advisory Board and/or Regional Coordinator.

The Regional Coordinator request Mentor approval for the proposed match via telephone or email. Upon approval the completed Mentee application form is then forwarded to the Mentor. The Regional Coordinator will call/email the Mentee to notify them of the match and provide an email with Mentor contact details.

4.5 Commencement of Mentoring

Responsibility lies with the Mentee to make first contact with their appointed Mentor. Once the Mentee induction has been completed [and when adequate information has been collected and preparations made], Mentees should email/call the assigned Mentor shortly after receiving the activation email/telephone call.

Compatibility of Mentor and Mentees will be agreed with both parties before mentoring commences. The goals and objectives of the mentoring are established by the Mentee, in agreement with the Mentor, at the start of the assignment, usually through a chemistry/preliminary session. The mentoring assignment consists of three mentoring sessions which can take place face-to-face or via conference calls, agreed by mutual consent of both parties, over a three-month period. Each region is expected to support five mentees (businesses) as part of the paper-based pilots.

4.6 Evaluation of Scheme

Upon completion of the three sessions, the Mentee and Mentor are expected to complete the evaluation form (attached in Appendix 3) that the Regional Coordinator will forward via email. This form is reviewed by the Coordinator and any learning outcomes/feedback are considered and fed back to the Regional Advisory Board/ Mentors/Partners, as applicable.

5

Online Mentoring Model

5.1 Overview of proposed Online Model

It is envisaged that the Online Model will closely replicate the paper-based model. However, the current paper-based model is labour intensive and inefficient to manage. At present, bizmentors Galway estimate these to be approximately €64,000 per annum.

The proposed platform will enable people to provide and seek mentorship online. The platform will have a built-in algorithm that matches Mentors with Mentees based on the skills/experience that the Mentors can provide and the skills/experience that Mentees are seeking. At piloting stage, Mentors will only be matched with Mentees from the same region, unless they are part of the Transnational Programme. It is intended that automated emails be generated and issued at all stages where traditionally human interaction would have been required.

5.2 Mentees

Mentees will apply through the website www.bizmentors.eu.

The online application form will resemble the paper based one (Appendix 4) with some additional questions to ascertain their eligibility and to facilitate the algorithm to effectively match potential Mentees to appropriate Mentors. There will be 12 categories from which the Mentee may be able to choose up to four subcategories in these categories. Mentees will be asked to rank on a scale of 1-10 their preferences for mentoring.

Upon completion of the application form the Mentee will receive an automated email confirming/acknowledging receipt and advising timescale for notification of the outcome of the matching process within 7 days.



5.3 Mentors

Mentors will also apply by completing a short online application form online which again will closely replicate the paper-based model (Appendix 5). There will be 12 categories from which the Mentor can choose with up to four subcategories in these categories, as their area of specialism. Mentors will be also be asked to rank on a scale of 1-10 their specialisms for mentoring to facilitate the matching algorithm.

Upon completion of the application form, the Mentor will receive an automated email confirming/acknowledging receipt and advising timescale for notification of the outcome of the matching process within 7 days.

When screening potential Mentors for participation in mentoring relationships the following qualities should be sought:

- approachability;
- well-developed interpersonal skills including effective listening and communication skills;
- the ability to commit the time and energy required of the mentoring relationship (minimum of three hours over a three-month period);
- sector specific industry relevant experience suitable;
- an aspiration to support, encourage and facilitate the personal development of others and the industry through volunteering their time;
- the ability to remain independent and objective in relation to the growth options for the Mentee business;
- the ability to think both strategically, but also the ability to action plan for change;
- the ability to respect and protect confidentiality.

As part of the application process, Mentors will be asked to provide details of two people that are prepared to act as references. To protect the integrity of the programme, the Regional Co-ordinator reserves the right to call references at any point in the process. Should, an individual Mentor receive a rating from feedback, that is of concern to the Regional Coordinator/Regional Advisory Board, the Regional Co-ordinator must be immediately contact the references, with a view to suspension of the Mentor.

5.4 Induction & Code of Conduct

Both Mentors and Mentees will be required to participate in an online Induction session to ensure they understand the process and are prepared in such a way as to maximise their return from engaging in the mentoring programme.

The induction process must include a clear definition of the role of the Mentor. This needs to be clearly outlined and understood by the Mentor and the Mentee. It should clearly define the code of conduct, which will guide the mentoring relationship. It needs to seek the agreement of both parties that this presents an acceptable means by which mentoring will be provided. Induction should also set the parameters for the mentoring process such as frequency of meetings, location and initial steps to commence the mentoring process.

The Mentor should be able to accept the aspirations of the Mentee as an acceptable and credible goal and should be in a position to guide and support the Mentee in the realisation of that goal for their business.

Both the Mentor and Mentee should confirm their willingness and ability to progress the mentoring relationship. Upon completion of this, they will be directed to the Code of Conduct Section for electronic signing.

This code should seek to outline the standards and working methods which should be expected of both parties, including:

- all parties will conduct themselves in a manner which respects equal opportunities and diversity;
- both parties will act with integrity, openness and professionalism, ensuring confidentiality is respected both during the mentoring relationship and beyond the termination of the mentoring relationship;
- the Mentor will act within the limits of their own professional competence, seeking additional advice where appropriate and necessary;
- both Mentor and Mentee will ensure the mentoring relationship reflects the context and boundaries within which the mentoring has been agreed to take place;
- Mentor and Mentee create an environment conducive to learning and professional development;
- the Mentor effectively manages any potential conflict of interest, referring the Mentor relationship back to the sponsor organisation in areas where conflict of interest may be presented;
- both Mentor and Mentee act within the law;
- both Mentor and Mentee agree to respect confidentiality related to issues raised and personal data used during mentoring sessions;
- Mentor and Mentee understand that all guidance offered by a Mentor is there to guide and support the decisions of the Mentee and all liabilities for actions taken rest with the Mentee;
- both Mentor and Mentees understand and agree that the Mentor is there to act in an advisory capacity only and will not assume additional responsibilities such as acting as a Board Member, or business partner, for the Mentee business.

Consideration should be given to aligning the project with the Code of Conduct and best practice standards promoted by the European Coaching and Mentoring Council.

5.5 Matching of Mentee to Mentor & Mentoring process

Mentors will be allocated based on availability and suitability by the online platform. Mentors act on a voluntary basis. The system will be intelligent enough to match the Mentor to Mentee. Upon successful matching, the completed Mentee application form is then forwarded to the Mentor. The Mentor will indicate via the online platform, three available dates for the induction meeting. An automatic email will then be issued to the Mentee. They will be expected to select one of the three dates.

Using the current practice of the bizmentors Galway programme, which has been effective in enabling business growth and change, the mentoring process should be constructed to offer an opportunity for an initial ‘chemistry’ session to establish the Mentor/Mentee relationship (if required) and a minimum of three, one-hour sessions over a three-month period.

These parameters being deemed to represent an easy introduction and exit for both Mentees and Mentors to the mentoring process, in a manner which is effective in stimulating business development and building capacity for ongoing change.

The initial meeting should also be used to offer an opportunity for both parties to get to know each other, including: the business aspirations held by the Mentee; the current challenges/barriers to business growth; the skills and experience which can be offered by the Mentor. This will be in addition to the information provided through the Mentee application.

The timing and location/method of meetings should be discussed and agreed between both parties during this introductory session. The responsibility for entering the three dates/times agreed by both parties onto the Online platform will rest with the Mentor.

While it is understood that Mentees may need support in identifying key issues/challenges to be resolved to enable business growth, it is recommended that the Mentor and Mentee are asked to identify a specific and realistic goal for business development at assignment outset. The progress towards the realisation of this goal can then be used to track distance travelled and will form the basis of evaluation of the effectiveness of the mentoring process.

At the end of the mentoring relationship (Completion of the final review by both Mentor and Mentee), the Mentee will be issued with an automated email that will allow them to select, if required, further mentoring (referred back to a condensed application process to select additional mentoring support detailing what skillset/expertise is now required to enable further business progression) or whether they wish to conclude the process and remove their details from the online database. The Mentor will also be prompted to provide feedback on whether the Mentee would benefit from additional support and in what areas.

Feedback should be sought from both the Mentor and Mentee on the issues covered within the mentoring process and the effectiveness of the support in enabling positive business change. Feedback should also consider whether there are any changes that can be made to improve the online platform.

5.6 Advisory Group

In order to facilitate the effective signposting and referral of Mentees to other forms of business support, it is recommended that an advisory group is formed which encompasses representatives of statutory business support services. This advisory group would have a role in:

- Identifying other forms of business support which may be beneficial to Mentees
- Guiding the implementation of BizMentors to ensure maximum impact for the target sector
- Creating networking opportunities across the region to ensure maximum reach of the project in creating positive change and sharing lessons learned which may be beneficial to other regions.

Appendices

Appendix 1 – Existing Mentee Form i

Appendix 2 – Existing Mentor Form iii

Appendix 3 – Existing Feedback Form v

Appendix 4 – Mentee Online Form vii

Appendix 5 – Mentor Online Form ix

Appendix 6 – Code of Conduct xii

Appendix 7 – Paper Based Trail Feedback forms xv

Appendix 8 – Online Platform Feedback forms xvii

Appendix 1 - Existing Mentee Form

New Mentee Application Form

Fields marked with an * are required

Name *

Address *

Phone Number

Mobile Number *

Email *

Website address

Business Facebook

Twitter

Linkedin

Date company/business was established *

No. of Employees *

Summary of business products or services *

Mentoring expertise sought *

- ☐ Business Planning
- ☐ Research and Development
- ☐ Quality
- ☐ General Business Management
- ☐ Marketing
- ☐ Public Relations
- ☐ Sales
- ☐ Training & Development
- ☐ Finance
- ☐ IT
- ☐ Legal
- ☐ Human Resources

Description/Summary of mentoring expertise sought

How Did You Hear about the mentoring programme?

- ☐ Recommended by another Mentee
- ☐ Recommended by another Mentor
- ☐ I took part in SCCUL Entrepreneur Awards
- ☐ I read about it in the local paper
- ☐ I heard about it on the radio
- ☐ A friend recommended I join online
- ☐ Online
- ☐ SCCUL Enterprises – Seminar Event

* I have read & understood Mentoring Programme Terms & Conditions:

1. I understand that my participation, involvement and role(s) with bizmentors.ie is subject to all aspects of best governance procedures.
2. I understand, subscribe to and endorse the Mentee role(s).
3. I understand that my potential involvement with bizmentors.ie is subject to the approval of the relevant designated personnel.

Appendix 2 – Existing Mentor Form

Mentor Application Form

Fields marked with an * are required

Applicant Name *

Company

Business Trading Address *

Phone Number

Mobile Number *

Email *

Website address

Social Media

Select the areas in which you have an interest in mentoring from the list below (max 3 selections):

- ☐ Business Planning

☐ Marketing
- ☐ Finance

☐ Public Relations
- ☐ General Business Management

☐ Quality
- ☐ Human Resources

☐ Research and Development
- ☐ IT

☐ Sales
- ☐ Legal

☐ Training & Development

From the three areas you picked select the area you have most experience and passion for and outline in brief your experience of working in this discipline:

We are delighted that you have an interest in giving time to our Mentoring Programme. We are keen to see our mentors gain a reciprocal benefit. What do you hope to gain from your involvement with the programme?

☐ Build my Network

☐ Generate Business Leads

☐ Give Something Back

☐ Develop my Skills as a Mentor

☐ Social Networking

☐ Other

- ☐ I have read & understood The Mentoring Programme Agreement
- ☐ I agree with the Mentoring Programme Terms & Conditions:
1.

I have read the Mission Statement, Value Statement, Confidentiality Agreement & Code of Conduct documentation and subscribe to and endorse the content therein.

2.

I understand that my participation, involvement and role(s) with **bizmentors.ie** is subject to all aspects of best governance procedures.

3.

I understand, subscribe to and endorse the Mentor role(s).

4.

I understand that my potential involvement with bizmentors.ie is subject to the approval of the relevant designated personnel.

Appendix 3 – Existing Feedback Form

Mentee Feedback Survey

Fields marked with an * are required

Q1. Number of personnel currently employed by the business *

- ☐ Full time
- ☐ Part time

Q2. Satisfaction with the induction process *

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Not Satisfied

Q3. Satisfaction with the application process and management of assignment *

- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Not Satisfied

If not satisfied, please provide further information

Q4.What is the most important benefit that you have experienced from this mentoring process? *

- ☐ Provided increased productivity
- ☐ Provided clarity for business idea or business plan
- ☐ Provided strategic advice
- ☐ Gave guidance on business structure
- ☐ Received moral and practical support (could bounce ideas off Mentor)
- ☐ Other
- ☐ If “Other”, please specify

Q5. Please rate your experience with your Mentor *

☐ Excellent

☐ Very Good

☐ Good

☐ Poor

☐ Additional comments

Q6. What did you and your business gain from the Bizmentors Programme? *

☐ Received practical and actionable support from Mentor

☐ Provided assistance which was tailored to your needs

☐ Supported the ability to better manage your business after programme

☐ Achieved goals which would not have been possible otherwise

☐ Gained new knowledge and developed interpersonal skills

Q7. Do you have any other comment to make concerning the Bizmentors programme?

Name of Mentor (optional)

If you are happy with the programme, we would be grateful if you could provide us with a testimonial to upload onto our website. Testimonials can be sent to info@bizmentors.ie

Name *

We will be in contact with you in six months' time to gain feedback on your business.

Your feedback is valuable to us and will be treated with the strictest of confidence.

All information serves only to further improve the bizmentors programme.

Appendix 4 – New Mentee Application Form

Fields marked with an * are required

Pre-Application Screening:

1. Do you currently operate in the Agri-Food Sector as defined by this project?*

☐ Yes

☐ No

2. Do you currently employ 250 employees or less?*

☐ Yes

☐ No

Contact Details:

Applicant Name *

Business Trading Name (if different)

Business Trading Address *

Phone Number

Mobile Number *

Email *

Website & Social Media:

Website address

Social Media links (including Facebook/Instagram/LinkedIn/Twitter/YouTube:

Business Details:

Are you a registered business? *

☐ Yes

☐ No

Legal Status:

☐ Sole Trader

☐ Partnership

☐ Limited Company

☐ Other

Date Business established *

Agri-Foods area business currently operates in:

- ☐ Bakery
- ☐ Snacks and convenience
- ☐ Poultry and eggs
- ☐ Beef and sheep
- ☐ Other agri-food products. Please specify:
- ☐ Fishery
- ☐ Drink
- ☐ Agri-Tourism

Mentoring:

Mentoring expertise sought *

- ☐ Business Planning
- ☐ Finance
- ☐ Human Resources
- ☐ Legal
- ☐ Quality
- ☐ Sales
- ☐ Food Standards
- ☐ General Business Management
- ☐ IT
- ☐ Marketing & Public Relations
- ☐ Research and Development
- ☐ Training & Development

Please indicate how this support will benefit your business: *

- ☐ Win New Work / Enhance Turnover
- ☐ Enhance Skills
- ☐ Enhance Markets
- ☐ Improve Business Processes
- ☐ Develop New Business Relationships
- ☐ Create New Jobs
- ☐ Other

How did you hear about this programme?

- ☐ Website
- ☐ Word of Mouth
- ☐ Social Media

Dropdown menu with options
- ☐ Traditional Media

Dropdown menu with options
- ☐ Referral from another agency
- ☐ Other

I have read & understood Mentoring Programme **Terms & Conditions**.

Data Protection & GDPR Statement

Appendix 5 - Mentor Online Form

New Mentor Application Form

Fields marked with an * are required

Applicant Name *

Business Trading Name (if different)

Business Trading Address *

Phone Number

Mobile Number *

Business Email *

Website address

Social Media (including Facebook/Instagram/LinkedIn/Twitter/YouTube)

Bio: (Summary of your background – key points and experience)

Mentoring:

Select the areas in which you have an interest in mentoring from the list below (max 3 selections):

- ☐ Business Planning
- ☐ Finance
- ☐ Human Resources
- ☐ Lega
- ☐ Quality
- ☐ Sales
- ☐ Food Standards
- ☐ General Business Management
- ☐ IT
- ☐ Marketing & Public Relations
- ☐ Research and Development
- ☐ Training & Development

Summary of Skills and Strengths:

Please list your core skills and strengths which may help in the mentoring relationship:

Qualifications and Accreditations:

Reference:

Please provide details of two people that that will be able to attest to your ability to provide mentoring services. These people cannot be family relations to you and must have known you for at least two years.

Reference 1

Business Details	
Name	
Address	
Email	
Telephone	
Relationship to applicant	

Reference 2

Business Details	
Name	
Address	
Email	
Telephone	
Relationship to applicant	

- ☐ I confirm that have I asked permission from the above-named Referees to act as such.
- ☐ Under General Data Protection Regulations, I confirm that my references are aware that the above details have been provided to this Programme. All reference details supplied will be held in accordance with general principles of GDPR.

Why Mentoring?

We are delighted that you have an interest in giving time to our Mentoring Programme. We are keen to see our Mentors gain a reciprocal benefit. What do you hope to gain from your involvement with the programme?

- ☐ Build my Network
- ☐ Develop my skills as a Mentor
- ☐ Generate Business Leads
- ☐ Social Networking
- ☐ Give something Back
- ☐ Corporate Social Responsibility
- ☐ Other – Please provide details
-

How did you hear about the mentoring programme?

- ☐ Word of Mouth
- ☐ Social Media

Dropdown menu with options
- ☐ Traditional Media

Dropdown menu with options
- ☐ Referral from another agency
- ☐ Other

I have read & understood Mentoring Programme Terms & Conditions.

- ☐ I have read & understood The Code of Conduct
- ☐ I agree with the Mentoring Programme Terms & Conditions
- ☐ I have read the Mission Statement, Value Statement, and Code of Conduct documentation and subscribe to and endorse the contents therein.
- ☐ I understand that my participation, involvement and role(s) with BizMentors is subject to all aspects of best governance procedures.
- ☐ I understand, subscribe to and endorse the Mentor role(s).
- ☐ I understand that my potential involvement with BizMentors International is subject to the approval of the relevant designated personnel.

Data Protection & GDPR Statement

Appendix 6 – Code of Conduct

BIZMENTORS INTERNATIONAL CODE OF CONDUCT

Scope

A mentor does not give advice, rather helps the mentee to weigh up situations, through a process of reflection, questions, challenge and feedback allowing the mentee to come to a decision themselves. The Mentor will conduct themselves with dignity and will act in a way which respects diversity and promotes equal opportunities.

Expectations

The Code sets the expectation of best practice mentoring promoting the development of professional excellence. Its purpose is to:

- Provide appropriate guidelines, accountability and standards of conduct for all our Mentors;
- Set out how our Mentors are expected to act, behave and perform when working with Mentees; and
- Set out what Mentees are expected to act, behave and perform along with clear understanding on the expectations of Mentors;

Mentoring Code

- The Mentor’s role is to respond to the Mentee’s needs and agenda; it is not to impose their own agenda;
- Mentors will agree with the Mentee how they wish the relationship to work adopting the most appropriate level of confidentiality;
- Mentors will be aware of, and adhere to any current legislation relating to activities undertaken as part of this programme;
- Mentors will act within applicable law and not in any way encourage, assist or collude with conduct which is dishonest, unlawful, unprofessional or discriminatory.
- Mentors and Mentees will respect each other’s time and other responsibilities, ensuring they do not impose beyond what is reasonable;
- Mentors should always put their Mentees interests first but also safeguard that these interests do not harm the interests of the Mentor.
- The Mentor will ensure the Mentee accepts increasing responsibility for managing the relationship; the Mentor will empower them to do so and will promote the Mentee’s autonomy;
- Either party may dissolve the relationship at any time throughout the period of the Mentoring relationship;
- The Mentor will not intrude into areas the Mentee wishes to keep private until invited to do so. They should, however, help the Mentee to recognise how other issues may relate to these areas;
- Mentors will open and truthful with themselves and their Mentee whilst participating in the Mentoring relationship;
- The Mentoring relationship should not be exploitative in any way, neither may it be open to misinterpretation and Mentors will not exploit a Mentee or seek to gain any inappropriate financial or non-financial advantage from the relationship;

- Mentors have a responsibility to highlight any potential ethical issues (such as conflicts of interest, either personal or commercial) that may arise during a Mentoring relationship at the earliest opportunity. This must be communicated to the Programme Co-ordinator;
- Mentors should never work beyond the bounds of their capability, experience and expertise to the point where they do not feel confident in providing the Mentee with proper support. Where appropriate, Mentors should seek advice or refer Mentees back to the Programme Co-Ordinator;
- The confidentiality of the client always remains paramount. At no time will a Mentor disclose any part of the relationship to any person whosoever, without the explicit agreement of the client. Any notes or other records of Mentoring sessions shall remain, always, the property of the client. They may, for convenience, be retained by the Mentor but may be requested by the client at any time;
- Mentors will keep, store and dispose of appropriate and accurate records of their work with Mentees, including electronic files and communications, in a manner that ensures confidentiality, security and privacy, and complies with all relevant laws and agreements that exist in their country regarding data protection and privacy.
- Mentors should not attempt to do the Mentees job for them - the Mentee has the ability and the potential; the Mentor’s job is to help them realise it;
- Mentors will maintain their professional competence through participation in continuous professional development.
- Mentors will ensure that no false or misleading claims are made, or implied, about their professional competence, qualifications or accreditation.
- Mentors and Mentees understand that their professional responsibilities continue beyond the termination of this programme.
- Mentors and Mentees will behave in a way that always reflects positively upon and enhances the reputation of the programme.
- The Mentee/Mentor should be made aware of any complaint’s procedures.

Each signatory to the Code may decide that there needs to be additional principles included to complement the Code. Such additions must not contradict the essence of the Code, nor carry an obligation for the other co-signatories to adopt. Such additions must be shared with the Programme Co-Ordinator.

Agreement

You hereby confirm that you have viewed the Induction session and that you have fully understood the material covered at that session. If you have any queries regarding your role and responsibilities as a Mentee or Mentor, you are required to raise these and resolve them with the Programme Co-ordinator before commencing the programme.

I agree to be bound by the above terms and conditions of BizMentors International Programme.

Signature: **Date:**

Appendix 7 - Paper Based Trail Feedback forms



Mentee Programme
Feedback Form

STRONGLY DISAGREE STRONGLY AGREE

1 2 3 4 5

The Programme met my expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was satisfied with the support received.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The mentoring was relevant to my business needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will apply for additional mentoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will recommend this programme to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Mentor was knowledgeable and a good match to my needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The specific and realistic goal that the Mentor and I identified at the outset was achieved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What did you find most beneficial from the Programme?

Do you have any suggestions for improvement of this Programme?



Mentor Programme
Feedback Form

STRONGLY DISAGREE STRONGLY AGREE

1 2 3 4 5

The Programme was professional and well run.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Programme met my expectations/ objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am interested in continuing to mentor when the online platform has been developed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend this programme to my peers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that the Mentee has benefitted from the support provided.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The specific and realistic goal that the Mentee and I identified at the outset was achieved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What did you find most beneficial from the Programme?

Do you have any suggestions for improvement of this Programme?

Appendix 8 - Online Platform Feedback forms



Mentee Programme Feedback Form

	STRONGLY DISAGREE				STRONGLY AGREE
	1	2	3	4	5
The Programme met my expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was satisfied with the support received.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The mentoring was relevant to my business needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will apply for additional mentoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will recommend this programme to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The platform was easy to navigate and provided a good medium for online mentoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Mentor was knowledgeable and a good match to my needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The specific and realistic goal that the Mentor and I identified at the outset was achieved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What did you find most beneficial from the Programme?

Do you have any suggestions for improvement of this Programme?



Mentor Programme Feedback Form

	STRONGLY DISAGREE				STRONGLY AGREE
	1	2	3	4	5
The Programme was professional and well run.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Programme met my expectations/ objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The platform worked well and provided a good medium for online mentoring.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will continue to mentor others in this programme.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would recommend this programme to my peers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that the Mentee has benefitted from the support provided.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The online match worked well, and I had the ability to support the Mentee within my chosen interest area.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The specific and realistic goal that the Mentee and I identified at the outset was achieved.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What did you find most beneficial from the Programme?

Do you have any suggestions for improvement of this Programme?

Notes

Lined area for notes on page xviii.

Lined area for notes on page xix.



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