

8.0 CONCLUSIONS AND RECOMMENDATIONS

In the right hands mentoring is a powerful and cost-effective method of encouraging development. It is crucial that the right people are recruited and developed in order to maximise the returns that mentoring can deliver.

There are 2 main areas required to become an effective mentor. The first relates to the techniques and skills related to the mentoring process and mentoring i.e. questioning and listening. We would argue that these skills can largely be taught. The second area relates to the experience and business acumen of the mentor. We believe that this cannot simply be taught and is earned through 'walking the walk'.

Only when these 2 areas are combined can a mentoring relationship have a meaningful impact and "*make significant transitions in knowledge, work, or thinking*"¹⁸.

Our vision is to have an all-Wales, free-of-charge mentoring service for SMEs involving mentors from all sectors and disciplines from organisations large and small. This is a new approach to mentoring in Wales.

Our recommendations are for the Department for Education, Lifelong Learning and Skills to provide a portfolio of voluntary mentoring programmes (Proposals 1 to 3), each targeting different DELLS defined typologies of businesses. By implementing the 3 proposed programmes they have the combined potential to provide support and training to every company in Wales, from the large multinationals right down to small life style companies, with the possibility of including new business starts.

The quality perception of the service would be demonstrated through the calibre of mentors who are '**active**' business leaders. Engaging business leaders who are currently in employment to become mentors will help stimulate demand by avoiding the common perception of a 'retired bank manager' whose knowledge is outdated or perceived as largely irrelevant.

This approach also provides an opportunity to move away from the dependency culture that exists in Wales, and towards a learning culture that is embedded not only within companies but across organisations and networks. Individuals should be given the opportunity and encouragement to develop their *own* skills and successfully resolve issues. The learning culture is embedded at different levels; the mentors are provided with training and guidance on mentoring which is transferred to their workplace, the mentors

transfer learning to the mentees, who then transfer learning back into their workplace. The mentees becomes future mentors, and the cycle continues with a multiplier effect.

We believe this approach is low-cost, high impact and is sustainable requiring only administrative funding from the public purse.

We believe this approach complements and supports existing initiatives, adding value to schemes such as Investors in People (IIP) and existing management and leadership development schemes. For example, a mentor could help a mentee embed other he or she has undertaken. Similarly, a mentee who is in the process of obtaining IIP status could benefit from the experience of a mentor who has already been through the IIP process. (This could be considered as part of the pairing process)

We believe it can be integrated seamlessly into the existing business support networks in Wales. For example, HRD advisors can promote mentoring programmes alongside other initiatives as part of the package of Workforce Development support offered by DELLS and partners, and also as a tool to enhance existing programmes.

8.1 Key Factors

A number of key factors must be incorporated to ensure successful implementation and credibility of the above programmes.

- Research shows that mentoring programmes are 90% successful in delivering significant benefits if both mentor and mentee receive appropriate training. Without adequate **training** the success rate falls to 33%.
- Existing mentoring programmes highlight the importance of **flexibility**, both in terms of the scope and length of individual relationships.
- It is apparent that there is a lot of confusion in the marketplace with regard to the definitions of mentoring, coaching, and business advice, which are frequently used interchangeably. **The emphasis on the recommended programmes must be on developing the individuals** regardless of the terminology used. It is important to take into consideration that whatever guidelines are produced for the mentors the overlapping of boundaries will still take place.
- The process of **pairing mentor with mentee** is a critical element in maximising benefits from a mentoring relationship, but it can be one of the most problematic. Careful consideration needs to be given to the design and approach taken to ensure it is fit for purpose.
- **Supervision** should be built into the programmes to provide professional guidance and support to mentors. It also forms an important part of the quality assurance process.

- The development of **evaluation tools and indicators** need to be developed to reflect the nature of mentoring. This should include a combination of hard and soft measures.
- The programmes must be **integrated** into existing support mechanisms and an appropriate referral system set-up to maximise uptake. DELLS' HRD advisors, the GBAS, Business Eye, existing support networks and the enterprise agencies (i.e. Business in Focus and Venture Wales) would provide a 2-way vehicle ensuring synergy amongst the business support community.

8.2 Delivery Mechanisms

To maximise success we would recommend that Proposals 1 to 3 are outsourced to a reputable organisation with credibility in the marketplace and overseen by an organisation such as the Wales Management Council. This reflects the feedback from SME managers in the previous section. In order to 'hit the ground running' the contracting organisation should have a deep understanding of mentoring and have access to a network of SMEs.

The 3 recommended proposals will require different marketing approaches as they will be targeting different businesses. We would recommend further research to develop a comprehensive marketing strategy.

We envisage the recruitment of mentors and mentees would be staged i.e. recruit and train an initial cohort of mentors, then recruit mentees, whilst simultaneously recruiting another cohort of mentors. This would be an on-going process. To ensure 'quick wins' we recommend utilizing existing networks with SME managers who are likely to be open to personal development. For example, Cardiff Business School has a growing network of SME leaders who have embarked on the LEED unit's leadership development programmes who would be prime candidates for both mentors and mentees. Similarly, DELLS' approved management and leadership development providers would have access to SME managers.

In addition to Proposals 1 to 3, we would recommend that Proposal 6 is adopted. This proposal is designed to raise awareness and stimulate demand for mentoring in Wales. There is a huge untapped market of SMEs who we believe could benefit from mentoring. The workshops would allow these SMEs to sample the benefits of mentoring and could eventually feed into the other programmes. This programme could be extended into existing networks, (e.g. business breakfast clubs), maximising exposure. We recommend that this proposal is implemented at the same time as the above 3 proposals.

The structure and ethos behind the programmes could also be incorporated into other organisations such as public, community and social enterprises.

Whatever proposals are implemented effective evaluation must be designed as an integral part of the process. It is important the evaluation is flexible and

captures both soft and hard outcomes. We would therefore recommend using the evaluation tool developed by LEED for the Wales Management Council⁴⁹.

8.3 Next Steps

At a strategic level, a well managed programme could deliver substantial benefits to the Welsh economy by encouraging managers to develop their own managerial and leadership skills. The recommendations contained within this report are based on what we regard as best practice with a variety of initiatives taken from the latest research. Further research and consultations will be required to fine tune these recommendations prior to planning, design and implementation.

We believe that the proposals and recommendations put forward within this report provide the platform and environment to deliver a sustainable learning culture in Wales, and should be piloted as soon as possible.

Other general recommendations on mentoring in Wales that require further research include:

- Raising the quality of supply: more research should be conducted in identifying appropriate mentoring training/qualifications suitable for developing Welsh SMEs.
- Co-ordinating provision and raising demand: more research should be conducted to increase knowledge and understanding of private sector provision and demand for mentoring.
- The development of facilitated business networks would add value to the recommended programmes and to the development of a learning culture in Wales. This would require further research.

Footnotes

- ¹ Lao Tzu. <http://www.brainyquotes.com/>
- ² Clutterbuck D,(2001) *Everyone Needs a Mentor*, The Cromwell Press
- ³ <http://www.coachingnetwork.org.uk/resourcecentre/Articles/ViewArticle.asp?artId=51>
- ⁴ Wales Management Council (2003), *An Agenda for Action*
- ⁵ Wales Management Council (2004), *Mentoring in Wales*
- ⁶ Welsh Assembly Government (2004), *Skills and Employment Action Plan*
- ⁷ The Institute of Leadership & Management, Review in *Edge* Volume Summer 2003.
- ⁸ <http://www.clutterbuckassociates.com/mentoring.php?PHPSESSID=0c3b6c0321bf04c5af5736951e6d498f>
- ⁹ Parsloe, E and Wray, M J (2000): *Coaching and mentoring: practical methods to improve learning*. London: Kogan Page
- ¹⁰ Perren, L (2002) *E-mentoring of entrepreneurs and SME managers: A review of academic literature*, Small Business Service
- ¹¹ Wales European Centre, *Mentoring for Business: Review of EU and International Practice*
- ¹² Perren, L (2002) *E-mentoring of entrepreneurs and SME managers: A review of academic literature*, Small Business Service
- ¹³ <http://www.clutterbuckassociates.com/index.php>
- ¹⁴ Stokes, A (2001) "Using Tele-Mentoring to Deliver Training to SMEs: A Pilot Study", *Education and Training*, Vol 43, No 6, pp.317-24
- ¹⁵ Clutterbuck, D. Quiet transformation: the growing power of mentoring. *Monash Mt Eliza Business Review* (Australia Recent launch), 2000 Vol 3 Issue 2
- ¹⁶ Cranwell-Ward, J et al. 2004. *Mentoring: A Henley Review of Best Practice*, Palgrave 1st edition, p7
- ¹⁷ <http://www.clutterbuckassociates.com>
- ¹⁸ <http://www.iee.org/EduCareers/Mento/mn-apr2002.cfm>
- ¹⁹ Small Firms Enterprise Institute (2004), *Small Business Skills Assessment*.
- ²⁰ Chartered Institute of Personnel and Development 2005, *Learning, Training and Development Survey*
- ²¹ Industrial Society (2000), *Managing Best Practice*
- ²² Ashridge Management College, *Survey? Hammond, V. (Eds) 1988, Women in Management: Optimising the Potential*, Ashridge Management College, Berkhamsted.
- ²³ Devins D, Gold J (2000) Career Development International: "Cracking the tough nuts": mentoring and coaching the managers of small firms
- ²⁴ Wales Management Council (2004), *Mentoring in Wales*
- ²⁵ *ibid*
- ²⁶ WCVA, (2005) Magic of Mentoring Project Outline Document
- ²⁷ O'Connor, S Morgan B, Walpole G (2004) Review of Provision of Management Development and Leadership training in Wales, report produced for ELWa
- ²⁸ *ibid*
- ²⁹ Wales European Centre, *Mentoring for Business: Review of EU and International Practice*
- ³⁰ The European Mentoring and Coaching Council (EMCC) has been established to promote best practice and ensure that the highest possible standards are maintained in the coach/mentoring relationship
- ³¹ Gibbons, A. Getting the most from mentoring- recent developments and learning. The Coaching and Mentoring Network [WWW] <http://www.coachingnetwork.org.uk/ResourceCentre/Articles/ViewArticle.asp?artId=51>
- ³² Wales Management Council, (2004) *Mentoring in Wales*
- ³³ [http://www.mentorcanada.ca/en/en_keynote/dclutterbuck_1.ppt#268,6,Mentor Helping Roles & Behaviours](http://www.mentorcanada.ca/en/en_keynote/dclutterbuck_1.ppt#268,6,Mentor%20Helping%20Roles%20&%20Behaviours)
- ³⁴ *ibid*
- ³⁵ www.coachingnetwork.org.uk/ResourceCentre/Articles/ViewArticle.as?artID=51

-
- ³⁶ Cranwell-Ward, J et al. 2004. *Mentoring: A Henley Review of Best Practice*, Palgrave 1st edition, p88
- ³⁷ <http://www.clutterbuckassociates.com/>
- ³⁸ <http://www.clutterbuckassociates.com/news.php?story=12>
- ³⁹ Ajay M Pangarkar, Teresa Kirkwood.(2002) Building a corporate learning culture with limited resources CMA Management. Hamilton: Apr 2002.Vol.76, Iss. 2; pg. 30, 4 pgs
- ⁴⁰ Cranwell-Ward, J et al. 2004. *Mentoring: A Henley Review of Best Practice*, Palgrave 1st edition, p69
- ⁴¹ ibid, p73
- ⁴² ibid, p74
- ⁴³ ibid, p99
- ⁴⁴ Clutterbuck D,(2001) Everyone Needs a Mentor, The Cromwell Press
- ⁴⁵ Cranwell-Ward, J et al. 2004. *Mentoring: A Henley Review of Best Practice*, Palgrave 1st edition, p102
- ⁴⁶ Action learning can be defined as a process in which a group of people come together more or less regularly to help each other to learn from their experience.
- ⁴⁷ O'Connor, S (2006) Measuring the Difference: How to evaluate the impact of management and leadership development, a report produced for the Wales Management Council
- ⁴⁸ Wales Management Council (2004) Mentoring in Wales
- ⁴⁹ O'Connor, S (2006) Measuring the Difference: How to evaluate the impact of management and leadership development, a report produced for the Wales Management Council

APPENDIX 1: List of Consultees

Interviews were conducted with the following individuals:

Christopher Ward - Chief Executive, Wales Management Council
Kate Thomas - Training Manager, WCVA
Wendy Gilbert – Project Manager Magic of Mentoring, WCVA
Chrissie Webber - CAMW
Antoinette Glynn – CAMW
Jane Lewes - Consultant
Grenville Jackson – Director of Strategy and Skills, ELWa/DELLS
Gretel Leeb, - Director Business Support, WDA/DEIN
Martin Brown, Mentor Programme Manager, WDA/DEIN
April Harding - Project Manager, Business West
David Dundas - Contracts Controller, Business Link Somerset
Mike Cantello - The Enterprise Network, Huddersfield Business School
Arwyn Reynolds – Principal Consultant, PCS Ltd
Andrew Martin – ELWa/DELLS

APPENDIX 2: Organisations providing Mentoring in Wales

A&E Consultancy
Adsertor Ltd
Alban Consulting Limited
Amethyst Learning & Development
AMG International
Andrew T Gale Limited
Antur Dwyrdd Llyn
Antur Teifi
Aspire Programme
Association of Voluntary Organisations in Wrexham
Avenue Consulting Ltd
Blue Apple Human Resource Solutions Ltd.
Blue Sky Business Solutions
BTC Group Limited
Building your Business Ltd
Business Enterprise Wales
Business for Business
Business in Focus
Business in the Community
Business Partners
Business Review Service
Caelum Limited
Camlad Management Services
Careers Wales
Carmarthenshire Enterprises
CMC Partnership (UK) Ltd
CNH Development
Competitive Positioning Limited
Concepts Wales
Concepts SPC Ltd
Consultancy Link Ltd.
Conwy Enterprise Agency Ltd
Cornerstone Management Control Ltd
Corporate Services (South Wales) Limited
Corporate Training Cymru
Creative Connection
CRG Research Ltd
Cultural Enterprise
Debbi Reid
Deltohn Limited
Delyn Management Consultants
Design Support for Business
DLJ Sabre

Dragon Direct Ltd
Dutton Jones Associates Ltd
EGL Training Consultancy
Entrepreneur Action
Wales Assembly Government: Export Assist
External Relations
Finance Wales
Finance Wales- Xenos
DEIN: Fit to Win- Source Wales
Focus Ideals Ltd
FPF UK Limited
Frogmore Consulting
Glaslyn Training and Development
CODA: Graduating to Enterprise
Groupworks
Hawksridge
Healthcare Alliances Ltd
Hill Management Criteria
Hills Olsen Associates
Horwood International Ltd
Inner Power Foundation
ISCA Vision
Jeremy Rees & Associates Ltd
Jibboo Limited
Jill Davies Training
Joshua Consulting UK
Julia Zorab Ltd
KWMA
Life Shapers Ltd
Lightwork
Lucida Consulting Limited
MLR
Management Magic
Mandix
Maplegate
Matrix Consultants Ltd
MCGreevy Consulting International
Menter a Business
Menter Mon
Mentor Systems Limited
Movingminds Limited
MSG
Multitrain Management Development Centre
Neil Cooke and Associates
Newport and Gwent Enterprise
Noridol Limited
NU-Staff Training
Wales Assembly Government: Opportunity Wales
Optimum Business Solutions (UK) Limited
Palladium Training Consultancy

PCS Ltd
Pembrokeshire Business Initiative
Peter Lee Ltd
Pindon Limited
PJE Consultants Limited
DEIN: Potentia- Ethnic Business Support Programme
DEIN: Potentia- Prince's Trust Cymru
PPM Associates
PSA Training and Development
Qualtech Services Ltd
Ross Carbery Limited
Rowan Partnership
S A Partners
SWATS South Wales Assessment & Training Services Ltd
SCT Holdings Limited
Sglein
Simply The Best Training
DEIN: SMART Cymru
Stacs Training
Stategic Developments
T2 Group
Tadara Limited
TCA Consultants Limited
Team Coaching Network Ltd
Team International (G.B.) Limited
The Business and Human Resource Centre
The HRD Partnership
The Tye Group Ltd
The Worth Consultancy Company Limited
Track Consulting Limited
Training Services (Wales) Ltd
Travel Retail Training Limited
TTE Training Ltd
Vardre Consulting Limited
Venture Wales
Voluntary Arts Wales
Wales Council for Voluntary Action
WCTS Ltd
West End Training Ltd
William Battle Associates

The majority of these organisations are self-declared providers of mentoring and were drawn from the mapping study, 'Review of provision of management development & leadership training in Wales' by Cardiff Business School for ELWa and WMC in June 2004.

APPENDIX 3: Focus Group Attendees

Gaynor Lewis Evans	The Word Direct
Jacqui Malpass	50five
Gareth Jackson	50five
Geoff Davis	Just Rollers plc
Andrew Jardine	Atlantic Industries
Julie Collins	Collins Consulting
Keith Fletcher	SSSP Consultants Ltd
Karen Courts	Merthyr Tydfil Housing Association
Paul Crook	MITIE Managed Services
Simon Reed	Vale Hotel Golf & Spa Resort
Karen Mordecai	Elec Test Ltd
Kerry Thomas	Sinclair Finance

APPENDIX 4: The EMCC Ethical Code

Introduction

The European Mentoring and Coaching Council (EMCC) has been established to promote best practice and ensure that the highest possible standards are maintained in the coach/mentoring relationship, whatever form that might take, so that the coach/mentoring environment provides the greatest opportunity for learning and development.

Purpose

This Ethical Code sets out what the clients and sponsors can expect from the coach/mentor in either a coach/mentoring, training or supervisory relationship and should form the starting point for any contract agreed.

All members of the EMCC accept the principles and aims of the EMCC. We recognise that members may not always maintain these ethical principles. The EMCC have therefore agreed a process by which breaches of the Code by a member can be reported and investigated. This is referred to later in this document.

A copy of this Ethical Code should be given by all EMCC Members to their clients at the contracting phase.

Terminology

The term "coach/mentoring" is used to describe all types of coaching or mentoring that may be taking place, both in the work environment and outside. The EMCC recognise that there will be many types of coach/mentoring taking place and these will need to be defined when more detailed standards are produced.

The term "client" denotes anyone using the services of a coach/mentor. We believe the term "client" is interchangeable with any other term that the parties to the coach/mentoring relationship might be more comfortable with, such as "colleague", "learner", "partner", "coachee" or "mentee".

It is recognised that there are circumstances where the coach/mentor may have two "clients", the individual being coached and the organisation who may have commissioned the coach/mentoring. In this Code we have used the term "sponsor" to differentiate the latter.

The terms "supervision" and "supervisor" describe the process by which the work of the coach/mentor is overseen and advice/guidance sought. The terminology is the

same, but the process may differ in significant ways from that undertaken in other professions, such as psychotherapy and counselling.

The Code

The coach/mentor must acknowledge the dignity of all humanity. They must conduct themselves in a way which respects diversity and promotes equal opportunities.

It is the primary responsibility of the coach/mentor to provide the best possible service to the client and to act in such a way as to cause no harm to any client or sponsor.

The coach/mentor is committed to functioning from a position of dignity, autonomy and personal responsibility.

The EMCC Ethical Code covers the following:

- Competence
- Context
- Boundary Management
- Integrity
- Professionalism

Competence

The coach/mentor will:

- a. Ensure that their level of experience and knowledge is sufficient to meet the needs of the client.
- b. Ensure that their capability is sufficient to enable them to operate according to this Code of Ethics and any standards that may subsequently be produced.
- c. Develop and then enhance their level of competence by participating in relevant training and appropriate Continuing Professional Development activities.
- d. Maintain a relationship with a suitably-qualified supervisor, who will regularly assess their competence and support their development. The supervisor will be bound by the requirements of confidentiality referred to in this Code. What constitutes a "suitably-qualified" supervisor is defined in the EMCC's standards document.

Context

The coach/mentor will:

- a. Understand and ensure that the coach/mentoring relationship reflects the context within which the coach/mentoring is taking place.
- b. Ensure that the expectations of the client and the sponsor are understood and that they themselves understand how those expectations are to be met.
- c. Seek to create an environment in which client, coach/mentor and sponsor are focused on and have the opportunity for learning.

Boundary Management

The coach/mentor will:

- a. At all times operate within the limits of their own competence, recognise where that competence has the potential to be exceeded and where necessary refer the client either to a more experienced coach/mentor, or support the client in seeking the help of another professional, such as a counsellor, psychotherapist or business/financial advisor.
- b. Be aware of the potential for conflicts of interest of either a commercial or emotional nature to arise through the coach/mentoring relationship and deal with them quickly and effectively to ensure there is no detriment to the client or sponsor.

Integrity

The coach/mentor will:

- a. Maintain throughout the level of confidentiality which is appropriate and is agreed at the start of the relationship.
- b. Disclose information only where explicitly agreed with the client and sponsor (where one exists), unless the coach/mentor believes that there is convincing evidence of serious danger to the client or others if the information is withheld.
- c. Act within applicable law and not encourage, assist or collude with others engaged in conduct which is dishonest, unlawful, unprofessional or discriminatory.

Professionalism

The coach/mentor will:

- a. Respond to the client's learning and development needs as defined by the agenda brought to the coach/mentoring relationship.
- b. Not exploit the client in any manner, including, but not limited to, financial, sexual or those matters within the professional relationship. The coach/mentor will ensure that the duration of the coach/mentoring contract is only as long as is necessary for the client/sponsor.
- c. Understand that professional responsibilities continue beyond the termination of any coach/mentoring relationship. These include the following:
 - o Maintenance of agreed confidentiality of all information relating to clients and sponsors
 - o Avoidance of any exploitation of the former relationship
 - o Provision of any follow-up which has been agreed to
 - o Safe and secure maintenance of all related records and data
- d. Demonstrate respect for the variety of different approaches to coaching and mentoring and other individuals in the profession.
- e. Never represent the work and views of others as their own.
- f. Ensure that any claim of professional competence, qualifications or accreditation is clearly and accurately explained to potential clients and that no false or misleading claims are made or implied in any published material.

Breaches of the Code

EMCC members must at all times represent coaching and mentoring in a way which reflects positively on the profession.

Where a client or sponsor believes that a member of the EMCC has acted in a way which is in breach of this Ethical Code, they should first raise the matter and seek resolution with the member concerned. Either party can ask the EMCC to assist in the process of achieving resolution.

If the client or sponsor remains unsatisfied they are entitled to make a formal complaint. Complaints will be dealt with according to the EMCC's 'Complaints and Disciplinary Procedure'. EMCC Members will provide a copy of this document upon request. A copy can be obtained by writing to:

European Mentoring & Coaching Council,
Sherwood House,
7 Oxhey Road,
Watford,
Hertfordshire, WD19 4QF

or e-mail: info@emccouncil.org

In the event that a complaint should be made against an EMCC member, that member must co-operate in resolving such a complaint.

EMCC members will confront a colleague when they have reasonable cause to believe they are acting in an unethical manner and, failing resolution, will report that colleague to the EMCC.

APPENDIX 5: Examples of Mentoring Documents

BUSINESS MENTOR'S PROFILE

In order that Business Mentors can be effectively matched with businesses, it would be appreciated if you would complete the following details for our records and return the form to the above address.

Title: Mr/Mrs/Miss/Ms/Prof/Sir

Surname

.....

Known Name

First Names

.....

ADDRESS (Business)		ADDRESS (Home)	
Company		Address	
Address			
Town		Town	
County		County	
Post Code		Post Code	
Business Tel.		Home Tel.	
Mobile/Pager		Mobile/Pager	
Fax No.		Fax No.	
E-mail		E-mail	
Best Contact Time		Best Contact Time	

(Please indicate preferred contact address: **Business** / **Home**)

1..1 <u>Personal Details</u>				
1..1.1	Date of Birth		1..1.1.1	Qualifications
1..1.2	Ethnic	White <input type="checkbox"/>		
Please tick	Black/African/Caribbean	<input type="checkbox"/>		
	Indian/Pakistan/Bangladesh	<input type="checkbox"/>	1..1.2.1	Decorative
	Chinese	<input type="checkbox"/>	1..1.2.2	Present
	Other	<input type="checkbox"/>	1..1.2.3	Previous

1..1.2.3.1.1 Distance you are prepared to travel to help clients	2 NO.OF MILES:
3 NO OF CLIENTS YOU ARE PREPARED TO HELP AT ANY ONE TIME?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> 6 <input type="checkbox"/>
4 PREFERRED GEOGRAPHIC AREA?	
Where did you hear/read about the Volunteer Business Mentor Programme	
How many hours per week are you prepared to give to the programme?	

Please use the reverse of this form to tick areas of your experience and interest.

Signature:

Date:

Thank you for your support.

Areas of Experience and Interest

Please tick as many areas of experience and interest as necessary.

SECTORS		
<input type="checkbox"/> Agriculture, Forestry & Fish	<input type="checkbox"/> Food & Drink	<input type="checkbox"/> Service Industry
<input type="checkbox"/> Banking & Financial Services	<input type="checkbox"/> Health Care	<input type="checkbox"/> Textiles & Soft Furnishing
<input type="checkbox"/> Building	<input type="checkbox"/> Hotels, Catering & Leisure	<input type="checkbox"/> Timber & Wood
<input type="checkbox"/> Crafts	<input type="checkbox"/> IT & Communication	<input type="checkbox"/> Transport & Communications
<input type="checkbox"/> Distribution/Wholesale	<input type="checkbox"/> Insurance	<input type="checkbox"/> Toys, Sport & Recreation
<input type="checkbox"/> Energy & Water	<input type="checkbox"/> Media, Arts & Entertainment	<input type="checkbox"/> Vehicles & Parts
<input type="checkbox"/> Engineering	<input type="checkbox"/> Paper & Printing	<input type="checkbox"/> Voluntary Sector / Charities
<input type="checkbox"/> Fashion	<input type="checkbox"/> Pottery & Glassware	<input type="checkbox"/> Other

4..1.1.1.1 <u>SKILLS</u>		
<input type="checkbox"/> Accountancy/Fin. Management	<input type="checkbox"/> Information Systems & Computing	<input type="checkbox"/> Quantity Surveying
<input type="checkbox"/> Administration/Gen. Management	<input type="checkbox"/> Legal Advice/Company Sec.	<input type="checkbox"/> Secretarial/Keyboard Skills
<input type="checkbox"/> Advertising/Publicity	<input type="checkbox"/> Librarianship	<input type="checkbox"/> Selling & Retail
<input type="checkbox"/> Business Planning	<input type="checkbox"/> Market Research	<input type="checkbox"/> Social Work/Counselling
<input type="checkbox"/> Engineering	<input type="checkbox"/> Marketing	<input type="checkbox"/> Surveying/Valuations

<input type="checkbox"/> Estate Management	<input type="checkbox"/> Medicine	<input type="checkbox"/> Tax /Auditing
<input type="checkbox"/> Fund Raising	<input type="checkbox"/> Personnel/Industrial Relations	<input type="checkbox"/> Training/Teaching
<input type="checkbox"/> Graphic Design	<input type="checkbox"/> Planning (Environmental)	<input type="checkbox"/> Writing/Editorial
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Public Speaking	<input type="checkbox"/> Other

HOBBIES

Please specify as many hobbies and interests as necessary:

Comments: Add any further details you feel may be helpful to us.

**Thank you for offering to act as a Business Volunteer Mentor and for completing this form.
The information you have given will be of considerable value.**

4.1.2 MENTEE APPLICATION FORM

Name: _____ Date: _____

 Organization: _____

 Title: _____ Salary Grade: _____

 Address: _____

 Phone: _____ E-Mail Id: _____

 Fax Number: _____
