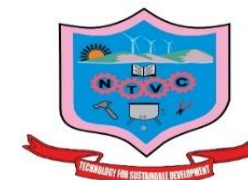




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INDUSTRIAL ATTACHMENT

MENTORING TOOL

FOR

BUSINESS MANAGEMENT LEVEL 6

TRAINEE'S NAME:

ADMISSION NUMBER:

COURSE:

LEVEL:

INSITUTION NAME:

ADRESS:

ATTACHMENT PERIOD FROM:TO:



TVET CURRICULUM DEVELOPMENT, ASSESSMENT AND CERTIFICATION COUNCIL (TVET CDACC)

MENTORING TOOL

FOR

BUSINESS MANAGEMENT LEVEL 6

FOREWORD

This mentoring tool has been developed by TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) in partnership with trainers and industry experts in Business Management.

Mentoring relationships have demonstrated to be an excellent way of enhancing professional growth where both the mentor and the mentee give and grow in the mentoring process. The mentee can learn valuable knowledge from the mentor's expertise, correct past mistakes and strengthen competencies in specific areas. Mentees also have the opportunity to establish valuable connections with higher level employees. However, the success of mentoring will depend on clearly defined roles and expectations in addition to the mentee's awareness of the benefits of participating in the mentoring program.

This mentoring tool is an assessment tool used to assess whether a mentee meets the National Occupational Standards for Business Management Level 6. Whilst there is no agreement or finite evidence as to how many times this supervised exercise should occur, both the mentor and the mentee should feel confident that the mentee has the necessary skills, knowledge and attitudes (worker behaviors) to work as a Business Manager

The Mentoring will therefore facilitate the experienced mentors in the world of work to share knowledge and experiences with mentees working under them towards a mutually beneficial professional development relationship. Mentors will also be helpful in building competencies of mentees in areas of practice.

DR. LAWRENCE GUANTAI, PHD
CEO/COUNCIL SECRETARY

TRAINEE (MENTEE) DETAILS

Name of Trainee (Mentee)	
Registration Code of Trainee (Mentee)	
Trainee's/mentee's Institution Details	Name:
	Physical & postal address:
	Phone and email address:
Date of Commencement of Mentoring Period (dd/mm/yyyy)	
Date of Completion of Mentoring Period (dd/mm/yyyy)	
Organization	Name:
	Physical & postal address:
	Phone and email address:

1.0 Information for Users

1.1 Role of a Mentor

A **mentor** is someone who provides support and advice that empowers the mentee to achieve skills, knowledge and attitudes (worker behaviors).

This may be a supervisor, manager or a worker who is an expert in a particular field.

The role of the mentor includes:

10. Assisting mentee understand the organisation's requirements
11. Assigning mentee tasks
12. Observing mentee performance and record areas where the mentee needs improvement
13. Assisting the mentee to come up with action plan for areas where he/she needs improvement

1.2 Role of Mentee

A **mentee** is a trainee who is on work placement (attachment) or is on-job training in an organization.

The role of the mentee includes:

14. Completing the assessment tasks assigned by the mentor and filling out the self-assessment section
15. Keeping the company's information confidential
16. Being aware that he/she may be working with people from different backgrounds and cultures, so there is a need to respect those differences
17. Asking for feedback and giving feedback when required.

2.0 How to use the mentoring tool

- Where a skill, knowledge or attitude is not applicable in a particular workplace, the mentee should indicate not applicable (NA)

- The mentor should ask the mentee oral questions to gauge the knowledge of the mentee
- The mentee should fill the self-assessment section upon self-evaluation
- The mentor should fill the mentor review record upon observing and evaluating the mentee
- Action plan should be filled by the mentee after agreeing with the mentor for any item assessed as needs to improve

3.0 Mentoring Period

The attachment period should be at least three months. Mentee should spend at least two thirds of the attachment in Develop business strategies, manage human resource, manage customer experience, develop corporate image, manage business assets and liabilities, manage financial operations, manage business risks, coordinate information communications technology and coordinate business development. Time spent in each section/department should be documented using form in Appendix 1.

4.0 Number of Assessments

Three assessments are to be conducted using the mentoring tool: one at the beginning of the attachment where the mentor assesses the mentee to assess their initial level of competence; another assessment will be conducted at the middle of the attachment period to gauge the progress of the mentee and the third one will be conducted at the end of the attachment.

5.0 Submission of Mentoring Reports

The mentor is required to submit each of the three mentoring reports (in hard or soft copy) to the Industrial Liaison Officer of the respective institution. The Industrial Liaison Officer is required to submit to TVET CDACC offices the three mentor's summary reports (Appendix 2). The filled mentoring tools for each trainee are to be kept in the institution and made available to TVET CDACC on request.

TABLE OF CONTENTS

FOREWORD	2
TRAINEE (MENTEE) DETAILS	3
1.0 Information for Users	4
TABLE OF CONTENTS	6
1. DEMONSTRATE COMMUNICATION SKILLS	8
2. DEMONSTRATE DIGITAL LITERACY	14
3. DEMONSTRATE ENTREPRENEURIAL SKILLS	20
4. DEMONSTRATE EMPLOYABILITY SKILLS	25
5. DEMONSTRATE ENVIRONMENTAL LITERACY	31
6. DEMONSTRATE OCUPATIONAL SAFETY AND HEALTH PRACTICE	38
1. MANAGE BUSINESS RESEARCH AND DEVELOPMENT	44
2. DEVELOP BUSINESS STRATEGIES	52
3. MANAGE HUMAN RESOURCE	59
4. MANAGE CUSTOMER EXPERIENCE	67
5. DEVELOP CORPORATE IMAGE	75
6. MANAGE BUSINESS ASSETS AND LIABILITIES	82
7. MANAGE BUSINESS FINANCIAL OPERATIONS	91
8. MANAGE BUSINESS RISKS	99
9. COORDINATE BUSINESS DEVELOPMENT	108
10. COORDINATE INFORMATION COMMUNICATIONS TECHNOLOGY	115

1. DEMONSTRATE COMMUNICATION SKILLS

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
1.	Approaches in communication					
2.	Communication strategies					
3.	Communication channels					
4.	Conflict resolutions					
5.	Interviews					
6.	Effective questioning, listening and nonverbal communication techniques					
7.	Group discussions					
8.	Internal and external dissemination of information					
	SKILLS The mentee:					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Identifies and meets specific communication needs of clients and colleagues as per workplace procedures					
10.	Uses different approaches to meet communication needs of clients and colleagues as per workplace procedures					
11.	Handles conflicts promptly and in a timely manner					
12.	Analyses, evaluate and revises communication strategies as per need to ensure they are effective.					
13.	Ability to effectively question, listen and use nonverbal communication as per communication needs.					
14.	Ability to participate and contribute in workplace discussions					
15.	Identifies and addresses communication needs of individuals in a group discussion					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
16.	Ability to make a presentation using appropriate media in the workplace					

Note:

To be declared competent, the mentee must get:

1. 8 of the 16 (50%) items of evaluation correct and
2. Items 1, 2, 3, 4, 7, 9, 11, 15 and 16 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
1.		
2.		
3.		
4.		
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8.		

APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

2. DEMONSTRATE DIGITAL LITERACY

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Computer software and hardware					
2.	Word processing					
3.	Database design					
4.	Internet and email					
5.	Desktop publishing					
6.	Presentation packages					
7.	Computer security threats and control measures.					
8.	Emerging trends and issues in ICT.					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Spread sheets					
	SKILLS The mentee:					
10.	Identifies appropriate computer software and hardware for performing various tasks					
11.	Identifies security threats and applies control measures in accordance with laws governing protection of ICT					
12.	Applies word processing software in resolving workplace tasks, report writing and documentation.					
13.	Prepares and manipulates worksheet in accordance with work procedures					
14.	Sorts, indexes, stores, retrieves and secures data in accordance with workplace procedures					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
15.	Uses email addresses for workplace communication in accordance with office policy.					
16.	Identifies and applies desktop publishing functions and tools					
17.	Uses PowerPoint application to make presentations in the workplace					

Note:

To be declared competent, the mentee must get:

1. 9 of the 18 (50%) items of evaluation correct and
2. Items 1, 4, 6, 8, 12, 14 and 17 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
1.		
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

3. DEMONSTRATE ENTREPRENEURIAL SKILLS

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Principles of entrepreneurship					
2.	Business ideas					
3.	Entrepreneurial opportunities					
4.	Employee motivation					
5.	Forms of business ownership					
6.	Business innovation strategies					
7.	Business Plan					
8.	Marketing plan					
9.	Organizational/Management plan					
10.	Financial plan					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
11.	Business resources and capital base					
	SKILLS The mentee:					
12.	Determines business innovation strategies in accordance with the organization policies					
13.	Identifies potential and new sources/sellers of supplies and raw materials					
14.	Listens to stakeholder/client and gives feedback in a prompt and timely manner					

Note:

To be declared competent, the mentee must get:

1. 7 of the 14 (50%) items of evaluation correct and
2. Items 1, 3, 6, 7, 11 ,12 and 14 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
1.		
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

4. DEMONSTRATE EMPLOYABILITY SKILLS

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Self-management					
2.	Interpersonal communication					
3.	Professional growth and development					
4.	Company operations, procedures and standards					
5.	Occupational Health and safety procedures					
6.	Personal hygiene					
7.	Work values and Ethics					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	SKILLS The mentee:					
8.	Accounts and takes responsibility of their actions in the workplace					
9.	Evaluates own performance as per the set targets					
10.	Allocates resources in an efficient and effective manner					
11.	Plans team building activities as per workplace procedures					
12.	Develops work schedules as per workplace procedures					
13.	Meets set targets as per company set policies and regulations					
14.	Identifies and assesses personal training needs in line with job requirement					
15.	Applies a range of basic IT skills based on requirements of the job.					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
16.	Demonstrates learning in both technical and non-technical aspects based on the job requirement					

Note:

To be declared competent, the mentee must get:

1. 8 of the 16 (50%) items of evaluation correct and
2. Items 1, 2, 3, 6, 8, 11, 13, 14 and 16 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
1.		
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

5. DEMONSTRATE ENVIRONMENTAL LITERACY

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Environmental hazards					
2.	Environmental pollution and its control					
3.	Waste management procedures					
4.	Sustainable resource use					
5.	Environmental legislations					
6.	Environmental programs					
7.	Resource conservation plans					
	SKILLS The mentee:					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
8.	Strictly follows storage methods for environmentally hazardous materials according to environmental regulations and OSHS					
9.	Follows disposal methods of hazardous wastes always according to environmental regulations and OSHS.					
10.	Uses PPE according to OSHS.					
11.	Observes procedures for solid waste management according to Environmental Management and Coordination Act 1999					
12.	Applies methods that minimizes noise pollution at the workplace following environmental regulations					
13.	Uses methods that minimize resource wastage.					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
14.	Measures and records current resource use by members of the work group					
15.	Collects and provides information on resource efficiency systems and procedures to the work group where appropriate					
16.	Analyses current work processes, information and data following enterprise protocol					
17.	Identifies environmental legislations/conventions and local ordinances according to the different environmental aspects/impact					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
18.	Identifies and determines environmental programs according to organisational policy and guidelines					
19.	Classifies waste as per the organisational procedures					

Note:

To be declared competent, the mentee must get:

1. 10 of the 10 (50%) items of evaluation correct and
2. Items 1, 2, 3, 5, 7, 8,10, 13, 16 and 19 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
1.		
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

6. DEMONSTRATE OCUPATIONAL SAFETY AND HEALTH PRACTICE

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Hazards in workplace					
2.	Safety gears/PPEs uses					
3.	OSH standards and procedures					
4.	Safety contingency measures					
	SKILLS The mentee:					
5.	Identifies hazards in the workplace and/or its indicators of its presence					
6.	Evaluates work environment measures of OSH hazards/risk existing in the workplace					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
7.	Identifies and implements prevention and control measures, including use of safety gears / PPE (personal protective equipment) for specific hazards in the workplace					
8.	Establish contingency measures, including emergency procedures during workplace incidents and emergencies in accordance with organization procedures.					
9.	Provides information to work team about company OSH program, procedures and policies/guidelines					
10.	Recommends appropriate risk controls based on result of OSH hazard evaluation and OSH issues gathered					

Note:

To be declared competent, the mentee must get:

1. 5 of the 10 (50%) items of evaluation correct and

2. Items 1, 2, 3, 7, 9and 10 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
1.		
2.		
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE’S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

CORE UNITS

1. MANAGE BUSINESS RESEARCH AND DEVELOPMENT

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Management of business research and development					
2.	Research methods					
3.	Legal requirements and regulations in business operations					
4.	Methods of data collections					
5.	Data analysis and interpretation					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
6.	New products standards and specification					
7.	Research documentation					
8.	Basic computer operations					
9.	New product development					
10.	Product and process improvement					
11.	Proposal development					
12.	Product costing					
	SKILLS The mentee:					
13.	Establishes research problem					
14.	Develops research plan					
15.	Conducts business research					
16.	Analyses business research finding					
17.	Documents business research findings					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
18.	Gathers Customer feedback on organizations' products and services based on organizational policy					
19.	Carries out Research needs in accordance with organizational business performance and market demands					
20.	Establishes Business research problem according to business needs assessment findings					
21.	Develops Research hypothesis based on the research problem					
22.	Develops Business research schedule is in accordance with research activities					
23.	Identifies Research geographical area and target population based on established research problem					
24.	Identifies Research tools, materials and equipment based on research requirements					
25.	Conducts Reconnaissance according to research plan					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
26.	Prepares Business research data and information collected for analysis					
27.	Identifies and develops data research methods					
	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
28.	Able to work in a team					
29.	Able to communicate					
30.	Creative and Innovative					
31.	Time conscious					
32.	Attentive to detail					
33.	Self-motivated					
34.	Accountable					
35.	Honest					
36.	Focused					

Note:

To be declared competent, the mentee must get:

1. 18 of the 36 (50%) items of evaluation correct and
2. Items 10, 12, 13, 14, 16, 17, 18, 19, 20, 21, 22, 26, 30 and 40 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

2. DEVELOP BUSINESS STRATEGIES

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Swot Analysis					
2.	Business Strategic Planning					
3.	Variance analysis					
4.	Basic procurement principles					
5.	Monitoring and evaluating business operations					
6.	Tactical plans					
7.	Balance Score card analysis					
8.	Business operations					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Policies and procedures					
	SKILLS The mentee:					
10.	Identifies the PESTEL environment in accordance with a given business					
11.	Develops a SWOT analysis					
12.	Develops vision and mission statements in accordance to a business strategy					
13.	Develops goal, objectives and values in accordance with vision and mission					
14.	Develops policies in specific identified areas					
15.	Develops procedures on policies					
16.	Monitors and evaluates business operations					
17.	Prepares business strategy follow up report					
18.	prepares Follow-up corrective action report according to SOPs					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
19.	Prepares Strategic review report and communicated as per Standard Operation Procedures					
20.	Carries out Balanced score card analysis is according to set business targets					
21.	Prepares tactical plans					
22.	Identifies Functional area policy in accordance with organizations requirements					
23.	Carries out SWOT analysis according to business environment					
	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
24.	Able to work in a team					
25.	Able to communicate					
26.	Creative and Innovative					
27.	Time conscious					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
28.	Attentive to detail					
29.	Self-motivated					
30.	Accountable					
31.	Honest					
32.	Focused					

Note:

To be declared competent, the mentee must get:

1. 12 of the 23 (50%) items of evaluation correct and
2. Items 2, 3, 6, 8, 9, 10, 12, 13 and 14 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

3. MANAGE HUMAN RESOURCE

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Operational/strategic planning					
2.	Employee appraisal and methods					
3.	Training needs assessment					
4.	Team building process and benefits					
5.	Professional Development					
6.	Innovations management					
7.	Human resource management					
8.	Group dynamics and conflict resolution					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Performance appraisal					
10.	HR Policy					
11.	Human Resource Plan					
	SKILLS The mentee:					
12.	Identifies gaps on areas of competence in accordance with departmental needs					
13.	Sets organizational motivation parameters in accordance to operational targets					
14.	Identifies required resources according to operational plan					
15.	Identifies duties to be performed according to departmental needs					
16.	Reviews teamwork strategies according to SOPs.					
17.	Sets performance plans for team in accordance with operational plans					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
18.	Monitors teams' progress in accordance with operational procedures.					
19.	Carries out employees' periodic rating in accordance with HR procedures.					
20.	Prepares and implements employees team improvement plans in accordance with HR policy					
21.	Carries out training needs assessment as per the performance appraisal records of employees.					
22.	Analyses reports of employee appraisal based on standard operating procedures					
23.	Develops monitoring and evaluation procedures for improvement according human resource requirements					
24.	Builds and maintains organization culture in accordance with strategic plan					
25.	Establishes culture behaviour according management leadership style					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
26.	Prepares change management plan according to HR change management policy					
27.	Determines variation from plans in accordance with reporting procedures					
28.	Undertakes review of departmental team strategy in accordance to HR Plan and finance Policy					
29.	Maintains HR records					
30.	Carries out inventory of Human Resource					
31.	Prepares an interview guide to recruit for a specified job/position					
32.	Identifies an organization culture which required change					
33.	Develops procedures for monitoring and evaluating performance improvement					
	ATTITUDE (WORKER BEHAVIOURS)					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	The mentee is:					
34.	Able to work in a team					
35.	Able to communicate					
36.	Creative and Innovative					
37.	Time conscious					
38.	Attentive to detail					
39.	Self-motivated					
40.	Accountable					
41.	Honest					
42.	Focused					

Note:

To be declared competent, the mentee must get:

1. 16 of the 32 (50%) items of evaluation correct and
2. Items 2, 3, 6, 8, 9, 10, 12, 13, 14, 16, 17, 18, 19, 20, 21, 22, 26 and 30 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

4. MANAGE CUSTOMER EXPERIENCE

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	SWOT analysis					
2.	Intellectual Properties Right(IPR)					
3.	Customer relationship management strategies					
4.	Quality Assurance Certification Bodies					
5.	Customer survey					
6.	Product/ service innovation					
7.	Quality management systems					
8.	Customer care					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Cost benefit analysis					
	SKILLS The mentee:					
10.	Establishes quality assurance system					
11.	Develops product and service delivery innovation					
12.	Establishes business competitive edge					
13.	Establishes Customer relationship management					
14.	Manages customer outreach					
15.	Plans outsourcing services					
16.	Manages customer virtual platforms					
17.	Generates customer feedback report					
18.	Formulates and implements quality management system					
19.	Formulates, analyzes and implements product and service innovation strategies					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
20.	Identifies and implements competitive edge					
21.	Carries out assessment on quality assurance systems					
22.	Identifies and selects services to be outsourced.					
23.	Trains virtual platform personnel and assigned duties					
24.	Develops and implements CRM strategies					
25.	Identifies and selects organizations' virtual platform					
26.	Identifies and addresses customers concerns on virtual platform.					
27.	Reviews, monitors and makes recommendations on CRM strategies					
28.	Prepares and shares management of virtual platform report.					
29.	Prepares and shares customer feedback report					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
30.	Able to work in a team					
31.	Able to communicate					
32.	Creative and Innovative					
33.	Time conscious					
34.	Attentive to detail					
35.	Self-motivated					
36.	Accountable					
37.	Honest					
38.	Focused					

Note:

To be declared competent, the mentee must get:

1. 16 of the 32 (50%) items of evaluation correct and

2. Items 2, 3, 6, 8, 9, 10, 12, 13, 14, 16, 17, 18, 19, 20, 21, 22, 26 and 29 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

5. DEVELOP CORPORATE IMAGE

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Management of corporate image					
2.	Virtual platforms/Social media					
3.	Entrepreneurship/Basic marketing					
4.	Corporate Image and rebranding					
5.	Collaborations and linkages					
6.	Legal aspects in business					
7.	Public Relations (PR)					
8.	Corporate Social Responsibility (CSR)					

9.	Public relations/International business					
10.	Corporate identity tools					
11.	Corporate image components					
12.	Rebranding process					
	SKILLS The mentee:					
13.	Evaluates Corporate image is accordance with analysed marketing information system					
14.	Develops corporate reputation					
15.	Designs CSR programme and budget					
16.	Carries out Public Relations and Corporate Social Responsibility					
17.	Creates stakeholders profile and maintained the relationships					
18.	Develops synergies for innovation and partnerships					
19.	Develops corporate image strategies					
20.	Develops organizations' virtual platforms accounts					
21.	Develops proposals for international/global business					
22.	Initiates global businesses					
23.	Manages social media corporate image					

24.	Undertakes periodic corporate image review					
25.	Undertakes rebranding					
26.	Carries out Rebranding process in accordance with Corporate image procedures					
27.	Carries out Public Relations activities are in accordance with PR Policy and Procedures.					
28.	Carries out Corporate communication is accordance with the Corporate Image Policy					
29.	Manages Virtual platforms and mainstream media in accordance with PR policy and procedures					
30.	Establishes Benefits of international/global trade and projections in accordance to strategic plan projections and cost benefit Analysis					
31.	Carries out Feasibility study in accordance with Global trade policy and procedures					
32.	Implements Rebranding plan as per the rebranding plan and budget					
33.	Implements Guidelines for monitoring Analysis of current brand status in accordance with marketing procedures					
34.	Develops CSR budget according to finance policy and CSR activities					

	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
35.	Able to work in a team					
36.	Able to communicate					
37.	Creative and Innovative					
38.	Time conscious					
39.	Attentive to detail					
40.	Self-motivated					
41.	Accountable					
42.	Honest					
43.	Focused					

Note:

To be declared competent, the mentee must get:

1. 22 of the 43 (50%) items of evaluation correct and
2. Items 2, 3, 6, 8, 9, 10, 12, 13, 14, 16, 17, 18, 19, 20 and 25 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

6. MANAGE BUSINESS ASSETS AND LIABILITIES

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Documentation of Business Assets and Liabilities					
2.	Business Assets and Liabilities Plan					
3.	Financial and asset management					
4.	Business Capital Investment					
5.	Internal control system of assets and liabilities					
6.	Working capital management					
7.	Financial accounting					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
8.	Assets and liabilities policy					
9.	Inventory transactions and liabilities records					
10.	Maintenance of assets					
11.	Procurement Act and Regulations					
12.	Disposal of disposal					
13.	Asset acquisition and settlement of liabilities					
	SKILLS The mentee:					
14.	Updates Inventory transactions and liabilities records according to standard operating and accounting procedures.					
15.	Carries out stock taking according to store's procedures.					
16.	Prepares discrepancies report according to store's procedures.					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
17.	Obtains liabilities management feedback based on finance procedures					
18.	Identifies asset discrepancies according to SOPs					
19.	Assess assets requirement according to organizational policies					
20.	Obtains asset requirements according to user department needs					
21.	Prepares and shares business asset/liability report according to organization procedures.					
22.	Analyses records of existing assets and liabilities as per company policy					
23.	Establishes asset usage in accordance with Asset policies and procedures					
24.	Prepares business asset and liabilities plan and budget according to strategic plan and finance policy					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
25.	Implements internal control system on assets and liabilities according to policies and procedures of the business					
26.	Undertakes asset requisition according to asset procedures.					
27.	Performs asset maintenance as per SOPs					
28.	Formulates Assets and liabilities policy according to finance policy and procedure					
29.	Identifies organization assets and liabilities according to operational requirements					
30.	Updates Assets and liabilities in the database according to organization ICT policy					
31.	Prepares Business investment evaluation report according to business investment policies.					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
32.	Able to work in a team					
33.	Able to communicate					
34.	Creative and Innovative					
35.	Good planner					
36.	Problem solver					
37.	Attentive to detail					
38.	Analytical					
39.	Accountable					
40.	Honest					
41.	Team player					

Note:

To be declared competent, the mentee must get:

1. 21 of the 41 (50%) items of evaluation correct and
2. Items 14,19,21,24,25,29,30 and 31 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
11.		
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

7. MANAGE BUSINESS FINANCIAL OPERATIONS

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Risk management					
2.	Payables and Liabilities					
3.	Record Keeping					
4.	Business financial planning					
5.	Financial and asset management					
6.	Budgets and Budgetary controls					
7.	Organization Data					
8.	Resource mobilization					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Corporate Governance					
10.	Financial accounting					
11.	Variances					
12.	Financial statements					
13.	Financial Ratios					
14.	Working Capital					
	SKILLS The mentee:					
15.	Identified Organizational data according to SOP					
16.	Develops Financial plan based on the organization strategic plans.					
17.	Prepares Functional budgets as per organizational budgeting procedures					
18.	Prepares Master budget as per organization strategic plans					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
19.	Develops Corporate governance structure based on the strategic plan					
20.	Prepares report based on Corporate governance structure					
21.	Analysis Variances as per operational plans					
22.	Prepare Variance report as per budget procedures					
23.	Makes Working capital policies based on the organizational requirements					
24.	Monitors Working capital based on the working capital procedures.					
25.	Prepares Income Statement based on the income and expenditure					
26.	Prepares Statement of financial position based on assets, liabilities and capital					
27.	Prepares Statement of cash flow as per the financial reporting standards					
28.	Analyses and interpret Financial statement as per SOPs					
29.	Prepares annual performance report					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
30.	Able to work in a team					
31.	Able to communicate					
32.	Able to write reports					
33.	Creative and Innovative					
34.	Time conscious					
35.	Attentive to detail					
36.	Able to analyse data and information					
37.	Accountable					
38.	Able to interpret information					
39.	Problem solver					

Note:

To be declared competent, the mentee must get:

1. 20 of the 39 (50%) items of evaluation correct and
2. Items 16, 17,19,21,24,25,26,27,28 and 29 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent <input data-bbox="495 512 553 544" type="checkbox"/> Not Yet Competent <input data-bbox="495 580 553 612" type="checkbox"/> <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

8. MANAGE BUSINESS RISKS

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Business Risks					
2.	SWOT and PESTEL analysis					
3.	Risk assessment matrix					
4.	Risk management report					
5.	Risk Mitigation measures and plans					
6.	Risk Data					
7.	Enterprise Risk management (ERM)					
8.	COSO Models and Cost Benefit Analysis					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Team work and conflict management					
10.	Risk monitoring and evaluation plans					
	SKILLS The mentee demonstrates skills of:					
11.	Identifies Business risks according to the strategic plan, SWOT and PESTEL analysis					
12.	Establishes Risk Management Team					
13.	Develops Risk mitigation plan according to the evaluation of the risk assessment matrix and budget.					
14.	Prepares Risk monitoring and evaluation plans according to risk management procedures					
15.	Reports changes in risk impact and likelihood in accordance to ERM policy.					
16.	Implements risk management recommendations as per ERM policy					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
17.	Carries out risk management team job analysis based on identified risks, HR policy					
18.	Establishes risk management organization structure as per HR regulations and specialization					
19.	Conducts review meetings to report risk control and analyse risk data according to procedures for identifying and mitigating risks					
20.	Carries out risk mitigation plans according documented risk and budgets					
21.	Determines and carries out Risks mitigation responses according to the ERM policy					
22.	Identifies new risk areas according to risk management process					
23.	Develops job specification as per job requirements and HR policy					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
24.	Evaluates Risk impact according to the Risk assessment matrix					
25.	Develops Risk mitigation measures according to the evaluation of the risk assessment matrix and budget.					
26.	Monitors Compliance with legal and regulatory requirements in accordance with Enterprise Risk Management (ERM) Policy					
27.	Analyses and prepares risk assessment matrix, risk scenarios from crisis reports and organizational procedures					
28.	Carries out Internal control in accordance to organization's internal control procedures					
29.	Prepares and shares risk mitigation report in accordance with SOPs					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
30.	Prepares risk monitoring and evaluation plans according to risk management procedures					
31.	Identifies major changes in risks according to organization's procedures.					
32.	Obtains risk Data according to SOPs					
	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
33.	Able to work in a team					
34.	Able to communicate					
35.	Creative and Innovative					
36.	Analyse and interpret data					
37.	Attentive to detail					
38.	Problem solver					
39.	Able to communicate and negotiate					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
40.	Decision making					

Note:

To be declared competent, the mentee must get:

1. 20 of the 40 (50%) items of evaluation correct and
2. Items 11,12,14,22,25,27,29 and 30 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

9. COORDINATE BUSINESS DEVELOPMENT

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	Customer Relations Management (CRM)					
2.	Inbound business development strategy					
3.	Outbound business development strategy					
4.	SWOT and PESTEL					
5.	Basic financial Accounting					
6.	Working capital management					
7.	Conflict management					
8.	Cloud Based CRM Apps					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Benchmarking Information					
10.	Market factors					
11.	Modern communication Technology					
	SKILLS The mentee:					
12.	Develops business development strategy					
13.	Identifies potential business opportunities and track					
14.	Develops Company Presence and Brands Strategies					
15.	Maintains Customer Relations Management (CRM) system					
16.	Prepares Business development plans according to the business development strategies given.					
17.	Monitors Sales Turnover					
18.	Benchmarks Industry Players					
19.	Manages New Strategic Partnerships					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
20.	Evaluates and identifies Business opportunities according to the Strategic plan, and business development policy criteria.					
21.	Documents and computerizes business strategy					
22.	Prepares Business strategy report is within the organization according to standard operating procedures					
23.	Identifies Opportunities and recommendations for improvement in a report based on benchmarking outcomes					
24.	Identifies Business partners according to organization marketing strategy					
25.	Evaluates <i>Customer Relations Management (CRM)</i> from data collected in accordance to CRM procedures.					
	ATTITUDE (WORKER BEHAVIOURS)					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	The mentee is:					
26.	Able to work in a team					
27.	Able to communicate					
28.	Creative and Innovative					
29.	Customer service					
30.	Problem solving					
31.	Networking					
32.	Analytical					
33.	Critical thinking					
34.	Public relations					

Note:

To be declared competent, the mentee must get:

1. 17 of the 34 (50%) items of evaluation correct and
2. Items 12, 15,17,18,19,20, 21 and 23 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
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APPENDIX 2

MENTOR SUMMARY REPORT

NAME OF TRAINEE:

REGISTRATION CODE OF TRAINEE:

NAME OF TRAINEE'S INSTITUTION:

NAME OF MENTOR

DESIGNATION

ORGANIZATION

DATE

SIGNATURE AND STAMP

Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	

10. COORDINATE INFORMATION COMMUNICATIONS TECHNOLOGY

Mentor and mentee: Please fill information for each of the three sections in the respective columns. Initials should be used as given in the header below.

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	KNOWLEDGE The mentee demonstrates knowledge of:		Self-assessment	Mentor review		
1.	ICT applications					
2.	Basic principles of applied ICT					
3.	Software and Hardware					
4.	ICT Policy					
5.	Social Media Platforms and Networking					
6.	Data security					
7.	Basic computer maintenance and servicing					
8.	Usage of computer					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
9.	Problem solving and trouble shooting					
10.	Virtual platforms					
11.	Systems of sharing information					
12.	ICT Services					
13.	ICT Technologies					
	SKILLS The mentee demonstrates skills of:					
14.	Develops and implements Systems of sharing information in accordance with the organization requirements					
15.	Upgrades or downgrades ICT system in accordance with the ICT policy					
16.	Prepares and shares Training report according to organization procedures					
17.	Conducts impact assessment on new ICT technology uptake according to the organization policy					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
18.	Trains personnel on virtual platforms according to organizational policy					
19.	Monitors and reviews System feedback as per ICT policy					
20.	Provides Systems security in accordance with ICT policy					
21.	Reviews ICT draft policy and generates report according to organization standard operating procedures					
22.	Develops Online services for the business in accordance with ICT Policy					
23.	Disseminates analysed departmental user reports according to organization procedures					
24.	Provides Requirements of the ICT system installation in accordance with the nature of the service and service providers policy guidelines					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
25.	Conducts Installation process in accordance with the ICT service provider policy and contract between the organization and the service provider					
26.	Reviews the ICT system in accordance with the feedback gathered from the users					
27.	Undertakes verification of procured ICT services according to the procurement policy					
28.	Maintains ICT system as per the ICT policy requirements					
29.	Undertakes Systems networking in the organization according organization structure					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
30.	Establishes enterprise resource planning (ERP) according to organization policy					
31.	Reports Challenges in the system according to the standard operating procedures					
32.	Sets Training objectives based on training needs					
33.	Prepares ICT Training programmes as per HR procedures					
34.	Develops ICT policy in accordance with the ICT objectives in the strategic plan					
35.	Distributes procured ICT services to respective departments based on procurement policy					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
36.	Carries out ICT needs assessment according to organizations business operations					
37.	Undertakes Invitation to tender or quotation according to the budget and the mode according to the procurement procedure and regulations					
38.	Identifies and evaluates Current technologies in ICT are according to the organizational needs					
39.	Identifies and conducts Training needs on ICT according to the needs and approved budget					
40.	Identifies Virtual platforms according to organization needs					

S/N.	Items for evaluation (knowledge, skills and attitudes)	Not applicable (NA) To current area of practice	Self-assessment record: Need to improve (NI) Or met (date)	Mentor review record: Need to improve (NI) Or met (initials & date)	Record action plan for any assessed as needs to improve (as agreed with mentor)	Evidence e.g., marked scripts (written and/oral), observation checklist, products, photos and videos of products and processes etc.
	ATTITUDE (WORKER BEHAVIOURS) The mentee is:					
41.	Able to work in a team					
42.	Able to communicate					
43.	Creative and Innovative					
44.	Problem solving and trouble shooting					
45.	Attentive to detail					
46.	Able to network					
47.	Report writing					
48.	Honest					
49.	Focused					

Note:

To be declared competent, the mentee must get:

1. 25 of the 49 (50%) items of evaluation correct and
2. Items 16,18,21,25,28,29,34,36 and 38 correct.

APPENDIX 1

SUMMARY OF TOTAL PERIOD OF MENTORING

S/N	Section/ Department	Period (Weeks/days)
1.		
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Evaluation	Remarks
Please tick as appropriate The mentee was found to be: Competent ☐ Not Yet Competent ☐ <i>(If not yet competent, please specify in the remarks column which areas the mentee need to improve on)</i>	