



EU Business Mentor 2021 Business Mentor Competence Certification Scheme – Requirements for certification bodies

IO4

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Foreword

The EU Mentor 2000 ISO 17024 compliant Competence Certification Scheme (CCS) has been developed within the ERASMUS+ 2017-1-HU01-KA202-035953 Strategic Partnership project MENTORCERT (see <https://www.mentorcert.eu/index.php/en/>), in accordance with the EFCoCert standardization guidelines, which are compliant with the ISO directives.

An "EU Business Mentor" expert committee gathering representatives of all relevant interested parties from various EU countries has been established during the MENTORCERT project for commenting and reaching consensus on the successive drafts of the CCS. The members of the expert committee are listed in table 1.

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Table 1 – EU MentorCert experts scheme committee members (= partners)*



1 Scope

This normative document specifies the requirements applying to certification bodies providing assessment and certification against the EU Business Mentor Competence Certification Scheme (CCS).

2 Normative references

2.1 Normative documents

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

EU Business Mentor 2000 – EU Business Mentor Competence Certification Scheme – Fundamentals and vocabulary

EU Business Mentor 2001 – EU Business Mentor Competence Certification Scheme – Requirements

2.2 Scheme owner's quality management system elements

The current version of the following elements of the scheme owner's quality management system applies to this normative document:

- a) Contract with certification bodies
- b) Integrity program
- c) Exam Regulations
- d) Certificate template

3 Terms and definitions

For the purposes of this document, the terms and definitions given in EU Business Mentor 2000 apply.

4 Requirements for certification bodies

4.1 General

Any certification body aiming to provide EU Business Mentor certification services shall:



- a) be accredited according to ISO 17024 by an accreditation body that is a signatory to the multilateral International Accreditation Forum (IAF) agreements,
- b) sign an affiliation contract with the scheme owner,
- c) be committed to comply with the scheme owner's accreditation rules and normative documents.

4.2 Certification body application

Any certification body providing EU Business Mentor certification services shall submit an application for affiliation to the scheme owner including, at least:

- a) its ISO 17024 accreditation certificate,
- b) the duly signed affiliation agreement,
- c) the scheme manual (see 4.3) for which he wishes to join.

The scheme owner is responsible for the certification body contracting and registration process.

4.3 Scheme manual

The applicant certification body shall submit to the scheme owner a scheme manual including as a minimum:

- a) the certification contract form (see 6.1 and 6.2),
- b) the certificate form,
- c) the procedures and modalities for controlling the absence of conflicts of interest,
- d) the procedures and modalities for the examinations, in accordance with the exam regulations,
- e) the files and contracts applicable for the examiners (see 5),
- f) the procedures and modalities for certification decision-making,
- g) CVs of the persons in charge of certification decision-making

Any modification of the certification scheme manual by the certification body shall be submitted to the scheme owner.

4.4 Registration of certification bodies

The scheme owner maintains an official register of affiliated certifying bodies, which is publicly available.

Any affiliated certification body shall accept this publication.



5 Examiners

5.1 Competences of examiners

Examiners shall meet the following requirements:

- a) Prerequisites
 - i. experience in the field of business mentoring,
 - ii. knowledge of the principles of competence certification.
- b) ISO 17024 requirements (§ 6.2.2.1): Examiners shall meet the requirements of the certification body. The selection and approval processes shall ensure that examiners:
 - i. understand the EU Business Mentor certification scheme;
 - ii. are able to apply the examination procedures and documents;
 - iii. have competence in the field to be examined;
 - iv. are fluent, both in writing and orally, in the language of examination; in circumstances where an interpreter or a translator is used, the certification body shall have procedures in place to ensure that it does not affect the validity of the examination;
 - v. have identified any known conflicts of interest to ensure impartial judgements are made.

5.2 Approval and registration of examiners

Examiners recruited and/or sponsored by certification bodies shall be approved and registered by the scheme owner before being involved in the certification process.

The approval of examiners by the scheme owner is based on the following criteria:

- a) documented information provided by the certification body (see 4.3) relating to:
 - i. contract with the certification body,
 - ii. prerequisite review,
- b) scheme training if any (see 5.3),
- c) review by the scheme owner of 3 competence examination reports in the first year of operation,
- d) any calibration exam organized at most once a year by the scheme owner.

5.3 Training of examiners

Examiners shall participate to initial and continuous trainings organised by the scheme owner.

NOTE: Continuous training may include changes in the certification scheme or new functionalities developed on the remote assessment platform (if any).



5.4 Surveillance and calibration of examiners

Registered examiner shall comply with the scheme owner's monitoring of his performance and reliability of his judgments on the following terms:

- a) experience as an examiner on at least 3 folders per year,
- b) periodic review of competence examination reports and, if existing of candidates' feedback,
- c) annual calibration test, if any.

The certification body shall take into account the findings raised by the scheme owner as part of these surveillance and calibration activities, and communicate to the scheme owner corrective actions implemented accordingly.

5.5 Criteria to maintain, suspend or withdraw the examiner's registration

Registration as an examiner shall be maintained and can be reviewed according to the following cases:

- a) suspension of registration if the results of monitoring and calibration are insufficient,
- b) suspension may be lifted in case of satisfactory results at the next the scheme owner calibration session,
- c) the 3rd suspension of an examiner is definitive.

5.6 Working and reporting language

Registered examiners shall only assess and report in their mother language or in any official language in their country that the examiner shall handle.

5.7 Register of examiners

The certification body shall provide the scheme owner all necessary information to constantly keep the register of examiners updated, which mentions at least:

- a) identity,
- b) areas of competence (if applicable),
- c) mother tongue.

NOTE: The register of examiners is accessible to clients of the concerned certification body.

5.8 Staff's commitment

The certification body shall require all staff involved within the certification process to sign a contract or an agreement which clearly commits them to:

- a) comply with the rules of the certification body, with particular reference to confidentiality and independence from commercial or personal interests;



- b) declare any issues in relation to personal conflicts of interest.

In case of potential conflict of interest in the examination of a candidate, the certification body shall undertake measures to ensure that confidentiality and impartiality of the examination is not compromised. Measures are registered and communicated annually to the scheme owner.

The certification body shall carry out the entire certification examination process itself. It is not authorized to outsource it.

6 Certification contract

6.1 General

A written contract shall be signed between the applicant and the certification body prior to the first certification examination.

The contract shall specify as a minimum:

- a) the candidate's name and address,
- b) the chosen certification level or the applicable certification level for the candidate,
- c) the commitment of the applicant (see 6.2).

The contract shall last for three 3 years, according to the certificate validity period.

A new contract shall be concluded if the certification level chosen by the applicant changes. This new contract shall commit the applicant to provide evidence of meeting the additional prerequisites.

6.2 Commitment of the applicant

The certification contract shall commit the applicant to:

- a) read and accept the competence exam regulation if any,
- b) communicate immediately to the certification body any significant changes that may affect compliance with the certification requirements,
- c) accept additional surveillance activities in case of such changes,
- d) accept publication of the examination report on the scheme owner's database (restricted and controlled access given to the certification body),
- e) accept publication of its certificate on the scheme owner's directory (publicly available),
- f) accept unannounced additional examination in case of major doubts.



7 Certification process and examination

7.1 General

The certification body shall develop and implement a competence assessment and certification process that covers all the requirements for the certification of candidates specified in EU Business Mentor 2001, including:

- a) prerequisites (EU MentorCert 2001, § 4.2),
- b) business mentor competence matrix (EU Business Mentor 2001, Annex A),
- c) business mentor competence exam (EU Business Mentor 2001, Annex C).

7.2 Appointment and impartiality of examiners

The certification body is responsible for the appointment of registered examiners.

Before appointing an examiner, the certification body shall verify and document the absence of any conflict of interest with the candidates.

7.3 Examination report

The examiner shall edit the examination report according to the scheme owner's integrity program modalities and to the certification body's procedures.

The examination report shall contain at least:

- a) the scores if any, no comment shall be provided on the answers,
- b) the examiner's evaluation on the competences and possible associated comments,
- c) the examiner's proposal regarding certification or maintaining certification.

7.4 Certification decision

The certification body shall review the examiner's report and proposal, according to the examination process requirements and pass marks rules defined in EU Business Mentor 2001 Annex C and decide whether to grant or maintain certification.

In case of negative certification decision, the certification body shall provide the candidate with:

- a) justification of the decision, and
- b) information on repeat or appeal modalities.

The certification decision-maker shall not have participated in the examination of the candidate.

The certification body shall record its certification decision.

The certification body shall provide the candidate access to the full examination report, inclusive decision regarding certification.



7.5 Maintenance, suspension or withdrawal of certification

The certification body shall take the necessary measures to maintain certification, according to the exam process described in EU WBL Mentor 3001, Annex C.

The certification body shall in particular:

- a) suspend certification if the surveillance conditions are not met on time,
- b) lift the suspension if the surveillance conditions are met within 3 months of the notification of suspension,
- c) withdraw the certification if the above conditions are not met.

The certification body shall notify any certificate status change to

- i. the certified person, and
- ii. the scheme owner.

7.6 Appeals procedure

The certification body shall hold an appeal procedure compliant with ISO 17024 requirements for candidates or certified persons.

The certification body shall communicate to the scheme owner, together with the corresponding answer, all cases of appeal against decisions relating to the EU Business Mentor Competence Certification Scheme.

8 Certificate

8.1 Content of the certificate

The certification body shall issue certificates which contain as a minimum:

- a) the name of the certified person,
- b) a unique identification,
- c) the name of the certification body,
- d) the reference to the concerned certification scheme, including the issue date or version,
- e) if applicable, the scope of certification, including, where appropriate, the conditions and limits of validity,
- f) the certification issue and expiry dates.

The certification body shall submit the certificate templates it intends to use to the scheme owner for preliminary approval, as well as any amendments to them.

The certificate shall be designed to reduce the risk of counterfeiting.



8.2 Validity

The certificate shall be granted for a validity period no longer than three years.

The certified Business Mentor shall apply for recertification early enough before certificate expiry date to avoid any gap in the certification coverage.

8.3 Scheme owner's logo and internet address

The scheme owner's logo and internet address as well as the business mentor logo shall be integrated on any certificate granted by the certification body.

9 Integrity programme

9.1 General

The certification body shall comply with the provisions of the integrity programme implemented by the scheme owner, targeting the following objectives:

- a) ensure and demonstrate the compliance of the examiner, examination and certification body with the applicable scheme requirements,
- b) generate confidence of certification users and market in (the integrity of) the certification,
- c) ensure that certified persons are subject to consistent and reproducible examinations,
- d) provide incentives and data to certification bodies to manage their own quality programs.

9.2 Annual review report

The certification body shall provide the scheme owner by the end of each calendar year an annual review report about the certification activities related to the scheme.

The annual report established by the certification body shall as a minimum address the topics listed in Annex A.

9.3 Integrity program measures

The certification body shall cooperate openly with the scheme owner in the implementation of the scheme owner integrity program, including as appropriate:

- a) training and qualification of certification bodies and examiners,
- b) examiners' calibrations,
- c) analysis of Key Performance Indicators (KPI),
- d) assessment of satisfaction of stakeholders (e.g. clients, mentees, certification bodies),



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- e) audit of certification bodies,
- f) sanctions against the certification bodies and examiners (e.g. cancellation of contract or certificates, withdrawal of examiners' registration), provided a corresponding sanction regulation has been implemented.



Annex A
(Normative)
Scope of the annual review & report

The annual review and report established by the certification body shall address as a minimum the following items:

- a) certified clients
 - number of certificates (new and total)
 - levels
 - completion of non conformities
 - customer complaints (inclusive resolution)
 - suspended / withdrawn certificates
- b) examiners
 - number of registered examiners
 - qualification
 - calibration completion (if applicable)
- c) improvement proposals related to
 - EU Business Mentor competence certification scheme
 - Others



Annex B
(Normative)

Open questions for the assessment interview

During the interview, the examiners shall

- choose at least 2 questions for each key competence, and
- ask for evidence and real-life example for each question, e.g. "what was the context, how did you proceed, what were the difficulties, what were the results (success or not) and what did you do as a consequence?"

1. Know and apply strategic orientation/planning and value creation models

- 1) What kind of methods, tools do you use to analyse the market needs related to the Mentee's activity?
- 2) How can you proceed to map the eco-system of a sector?
- 3) Given the sector of (mention an activity sector), in what ways can you identify future assumptions?
- 4) Mention 3 value creation models that you have used and precise for which type of mission
- 5) How do you help the Mentee set up a long-term business plan?

2. Establish the relationship

- 1) How do you prepare the 1st meeting with a mentee?
- 2) How do you make him (her) feel comfortable when you meet?
- 3) Can you explain to me the benefits of the mentoring relationship? (as if I was a Mentee)
- 4) Can you tell me the differences between Coaching and Mentoring?"
- 5) Can you explain me what is the Code of Conduct of Business Mentoring?

3. Analyse mentee's needs

- 1) What can be the project needs of a Mentee? (issues, concerns,)
- 2) What can be the learning needs of a Mentee?
- 3) What kinds of support can you bring to a Mentee?
- 4) What kind of resources do you need to perform a mentoring process?
- 5) What may justify that you refer the Mentee to someone else?

4. Determine objectives and select methods and tools to achieve them

- 1) What were the measurable objectives determined in one of your missions?
- 2) What are the management and quality tools your master the most?



3) What were the methods you have selected in one of your missions, according to the objectives and expectations of the mentee?

4) How do you plan the mentoring process practically?

5. Set-up a mentoring contract

1) What are the operating rules of the mentoring process, to be defined with the Mentee?

2) What are the respective responsibilities of the Mentor and the Mentee during the process?

3) What are the key points of a mentoring contract?

4) On what does the timeframe of the contract depend?

5) On what does the budget of the contract depend?

6. Analyse, assess and help improving the applied management practices

1) What kind of methods and techniques can a manager use for his (her) mission of (choose one or two): anticipating, deciding, organising, animating, communicating, resolving, performing, piloting?

2) How do you identify, with the mentee, the managing methods and tools he (she) has to acquire or improve?

3) Give an example of a managing technique or tool that you have transmitted to one of your mentees.

7. Support effectively the Mentee and facilitate success

1) In what does listening actively consist of? Give lived examples.

2) How do you demonstrate empathy towards a Mentee and in which situations?

3) What different ways of learning can use a Mentee? How do you recognize them?

4) How do you build an action plan with a Mentee? Which are the different components?

5) What is effectively acting in project mode?

8. Progress the relationship

1) Which actions do you take in order to maintain a trustful relationship during the process?

2) What can justify a change of objectives, goals during the process?

3) What kind of support do you bring to the Mentee in change?

4) How do you encourage the Mentee when he succeeds?

5) How do you follow up the Mentee between the meetings with him (her)?

9. Closing the mentoring process

1) How do you identify when it's time to close the mentoring relationship?

2) How do you inform the Mentee?



- 3) Which can be the difficulties at that stage for the Mentee? How do you solve them?
- 4) Which can be the difficulties at that stage for you (Mentor)? How do you solve them?
- 5) What kind of follow up can you propose to the Mentee after the end of the process?

10. Evaluate the mentoring process

- 1) Which kinds of methods have you used to evaluate the mentoring process?
- 2) How do you present this evaluation to the Mentee?
- 3) What are the main good points brought up?
- 4) What are the main points to be changed, brought up?
- 5) What kinds of optimisations have you brought to your mentoring process after these evaluations?

11. Evaluate the mentoring outcome

- 1) What were the achieved outcomes in one of the mentoring missions you've made?
- 2) For the same mission, what were the differences between the outcomes and the initial objectives?
- 3) What analysis did you bring up, as a consequence?
- 4) What kind of sustainable improvement plans have you proposed to this Mentee?

12. Evaluate the mentee's progresses and autonomy

- 1) In one of your mentoring missions, how did you assess the mentee's self-confidence and autonomy?
- 2) How did you follow his (her) evolution in his (her) management practices?
- 3) Which kind of methodologies do you use to assess the mentee's acquired outcomes?
- 4) How do you assess the Mentee's acquired learning outcomes?

13. Evaluate the mentor's performance

- 1) How do you evaluate your mentoring performance during and after a mission?
- 2) What was the assessment of the mentee regarding your performance as a mentor, in your last mission?
- 3) What actions do you take to benchmark and exchange on experience with peer mentors?
- 4) What are the benefits of debriefing the mentoring performance assessments with the mentee?

14. Adjust the mentoring plan and outcome as necessary

- 1) What kind of corrective actions did you decide with the mentee, according to the assessment results, in one of your missions?



- 2) Which part did the mentee take in that corrective plan?
- 3) What advices did you give the mentee in order to increase his/her autonomy?
- 4) Which professional trainings have you been led to advise the mentees at the end of your missions?

15. Improve the mentoring practices

- 1) What are your main strengthes today, as a Business Mentor?
- 2) What are your areas of improvement today, as a Business Mentor?
- 3) How do you manage and assess your personnel resources? (self and time management, personal training needs,)
- 4) What are for you the main ethical issues to be taken in account for a Business Mentor?

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