Buddy Scheme Guidelines & Information Pack

“He who asks is a fool for five minutes, but he who does not ask is a fool for ever”

(Traditional Chinese Proverb)
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The Manchester Business Continuity Forum

Aim

Manchester City Council, alongside its partners, has been active in establishing and promoting a Manchester Business Continuity Forum, the first of its kind in the Greater Manchester region and one of only a handful of Local Authorities nationally who provide this range of support activities.

Through a range of events, discussions and publications, the Forum aim to increase awareness of business continuity management amongst Manchester's businesses and voluntary organisations to enable them to survive the impact of broad range of disruptions.

Programme of Work

Each year, MBCF activities are planned and documented in an annual work programme, this implementation of the work programme is the responsibility of the MBCF Steering Group.

The MBCF Steering Group provide strategic direction and oversight of the Forum, as well as leading on specific projects described in the work plan.

The Steering Group is made up of representatives from a variety of organisations in Manchester, ranging from large commercial organisations, Universities, our partners in Health and the Emergency Services, other City Council departments and specialist business continuity consultancies, to help best reflect the needs of the City.

Membership of the Steering Group is dynamic to ensure the MBCF continues to build momentum in achieving its key objectives.

Please visit: www.manchester.gov.uk/MBCF for more information or email: business.continuity@manchester.gov.uk to become a member of the Forum.
An overview of Business Continuity Management

Business Continuity Management (BCM) is a management process, designed to minimise the risk of disruptions to the everyday running of your organisation and to maintain your organisation’s critical activities during the most challenging and unexpected circumstances. An effective BCM programme is cyclical, since there is no definite ‘end point’; business continuity arrangements are constantly improved and developed as your BCM programme matures.

In 2007, the world’s first British Standard (BS25999) was introduced for Business Continuity Management. The BCM ‘lifecycle’ (figure one) builds upon the model of business continuity management, which appears in the Civil Contingencies Act, 2004 and shows the key elements of an effective BCM programme.

Definitions:

Programme Management: the effective management of your organisation’s business continuity programme is critical to its success

Understanding the Organisation: The standard tool used in this element of the BCM lifecycle is a ‘Business Impact Analysis’ (BIA). It is the process of analysing business functions and the effect that a business disruption might have upon them.

Determining BCM Strategy: deciding how you will address the issues highlighted in the BIA process in order that you can develop your ability to perform during a business disruption.

Developing and implementing BCM response: your organisation’s response will be captured in your Business Continuity Plan (BCP)

Exercising, maintaining and reviewing: Ensuring that your plans, capabilities and arrangements remain ‘fit for purpose’, current and relevant.

Embedding BCM in the organisation’s culture: this is a continuous process that ensures awareness of BCM is firmly fixed throughout the organisation.

Figure One:
The Business Continuity Lifecycle

Source: BS25999
The Benefits of Business Continuity Management

“What’s in it for me”?!?

The benefits of Business Continuity Management processes are diverse; however the most important benefits are listed below and can be useful in gaining ‘buy in’ from your organisation.

An effective Business Continuity Management programme can deliver the following outcomes:

- Ensure the organisation can maintain delivery of a product or service to clients and customers, whatever the disruption, by being in a state of ‘preparedness’
- Reduce the impact of real incidents
- Lead to faster recovery after disruptive incidents
- Provide a better understanding of your organisation
- Help achieve organisational objectives
- Maintain cash flow
- Keep employees in their jobs
- Reduce insurance premiums
- Protect an organisation’s reputation during a crisis
- Lead to improved risk-intelligent decision making at a strategic level
- Meet legal and regulatory requirements and give you a competitive advantage
- Meet contractual requirements as part of the tendering process
- Highlight weaknesses and ‘single points of failure’ and make improvements operationally
- Reduce the type and frequency of disruptive incidents
Glossary of Business Continuity Terms

Please note, this glossary is designed to assist you with some basic business continuity terminology, but is by no means an exhaustive list.

**Activation:** the implementation of business continuity procedures, activities and plans in response to a disruptive incident.

**Business Continuity Management (BCM):** a holistic management process that helps manage the risks to the smooth running of an organisation or delivery of a service, ensuring that it can operate to the extent required in the event of a disruption.

**Business Continuity Management (BCM) lifecycle:** the complete set of activities and processes divided into various stages that are necessary to manage business continuity.

**Business Continuity Plans (BCP):** a documented set of procedures and information intended to delivery continuity of critical activities in the event of a disruption.

**Business Continuity Plan Test/Exercise:** a simulation to validate a business continuity plan, rehearse key staff or test systems and procedures.

**Business Impact Analysis (BIA):** a method of assessing the impacts that might result from a disruptive incident and the levels of resources and time required for recovery to ‘business as normal’.

**Crisis Management:** the process by which an organisation manages and reduces the wider impact of a disruptive incident until it is under control or contained.

**Critical Activities:** critical operational or support activities that are essential for the running of the organisation.

**Dependency:** the reliance, directly or indirectly, of one activity or process upon another.

**Disaster Recovery:** an integral part of the organisation’s BCM plan by which it intends to recover and restore its ICT and telecommunications capabilities after a disruptive incident.

**Disruption:** generally refers to the everyday workings of something being interrupted.

**Evacuation:** the movement of employees, visitors and contractors from a site and/or building to a place of safety in a controlled and organised manner.

**Exercise Programme:** planned series of exercises to validate plans and to train and develop staff competencies.

**Exercise:** an exercise should lead to objective reassurance that the BCP will work as anticipated when required.

**Hazard:** an accidental or naturally occurring event or situation with the potential to cause physical (or psychological) harm to members of the community (including loss of life), damage or losses to property, and/or disruption to the environment or to structures (economic, social, political) upon which a community’s way of life depends.
Impact: the scale of the consequences of a hazard or threat expressed in terms of a reduction in human welfare, damage to the environment and loss of security.

Incident: any event that may be, or may lead to, a business interruption, disruption, loss and/or crisis

Maintenance: the purpose of ongoing BCM maintenance is to ensure that the organisation's BCM competence and capability remains effective, fit for purpose and up-to-date.

Maximum Tolerable Period of Disruption (MTPD): this is the maximum period of time during which an organisation can afford to be without critical activities and/or its dependencies. (See also ‘recovery time objectives’)

Plan validation: measures to ensure that a plan meets the purpose for which it was designed, through exercises, tests, staff ‘buy in’ and so on.

Recovery: the process of rebuilding, restoring and rehabilitating the organisation/community following an emergency or disruptive incident.

Recovery time objectives: identifies the time by which critical activities and/or their dependencies must be recovered.

Resilience: the ability of the community, organisation, services, area or infrastructure to withstand the consequences of an emergency/disruptive incident.

Review: to periodically review the organisations capability to ensure continued suitability, adequacy and effectiveness through audit and self-assessment.

Risk: risk measures the significance of a potential event in terms of likelihood and impact.

Risk Assessment: a structured and auditable process of identifying potentially significant events, assessing their likelihood and impacts, and then combining these to provide an overall assessment of risk, as a basis for further decisions and action.

Risk Management: the culture, processes and structures that are directed towards the effective management of risks.

Single Points of Failure (SPOF): the only source of a service, activity and/or process i.e. there is no alternative, whose failure would lead to the total failure of a critical activity and/or dependency.

Threat: the intent and capacity to cause loss of life or create adverse consequences to human welfare (including property and the supply of essential services and commodities), the environment or security.

Vulnerability: the susceptibility of a community, services or infrastructure to damage or harm by a realised hazard or threat.

Work Area Recovery: the business continuity planning process of preparing procedures for use at the pre-designated space provided with desks, telephony, ICT etc, ready for occupation by key staff at short notice – this may be provided internally or externally.
About the Buddy Scheme

What is the point of the Manchester Business Continuity Forum?

The Manchester Business Continuity Forum’s primary goal is to increase the ability of Manchester’s business and voluntary sector to cope with business continuity incidents, to return ‘back to normal’ as quickly as possible and to minimise the potential impact of a business disruption.

Why develop a ‘Buddy Scheme’ for the Business and Voluntary Sector?

The Buddy Scheme has been designed so that organisations with well-developed business continuity arrangements can help organisations that would benefit from extra support in this area. However, it is hoped that both organisations will benefit from the relationship in terms of challenging existing working practices and developing a greater understanding of business continuity management.

What's in it for me?

The benefits of participation in the scheme can be diverse, depending on the individuals and the nature of the buddy relationship. Although, generically, the benefits to participants may include:

- The acquisition of new skills and increased knowledge of Business Continuity Management which can be applied to their own organisation
- The opportunity to learn from another professional
- The opportunity to draw on the experience of someone outside their own workplace
- The development of new perspectives and working practices
- A greater awareness and understanding of Business Continuity issues

Ultimately, the main outcome of participation in the scheme is to increase an organisation’s ability to cope with a range of disruptive events.

How will I be paired up in a buddy relationship?

The Buddy Scheme Coordinator will administer the Buddy Scheme and will:

- Select mentor-mentee pairings
- Review the mentoring agreement at the start of the relationship
- Provide support, when assistance is requested and where appropriate
- Review the mentoring evaluations at the end of the relationship

The Buddy Scheme Coordinator will try to find a suitable match for the buddy relationship based on the information provided on the initial application form, particularly utilising the skills and knowledge section of the form i.e. requests from a mentee will be matched with the skills and knowledge identified by a mentor. It is therefore imperative that you are as open and honest as possible in your application form to ensure you are matched with an appropriate buddy; the information you provide will be kept confidential. Although it cannot be guaranteed that all requirements will be matched entirely, a ‘best fit’ approach will be taken wherever possible.
In the unlikely event that you experience problems with the relationship that cannot be resolved between yourselves, please contact the Buddy Scheme Coordinator.

**How do I decide what I want from my mentor?**

In the application form, mentees are asked to identify the areas of Business Continuity Management that they are most interested in developing their understanding and awareness of e.g. learning how to complete a Business Impact Analysis (BIA)\(^1\). Identifying a limited number of topics will help your mentor to focus on the area of greatest need for your organisation. Setting ‘SMART’ targets when identifying the mentoring areas will also increase the chances of success in acquiring the desired skills and knowledge, since it will be difficult to cover all areas of Business Continuity Management in a limited amount of time.

**How will the Buddy Scheme work?**

An introductory briefing session will explain the process and structure of the programme and aims to clarify expectations. You will also be given the chance to raise and discuss any issues or queries you may have about the scheme at this stage. If you are still willing to participate in the scheme, you will be asked to complete an application form (there is a separate application form for mentors and mentees).

After the relevant information in the application form has been reviewed and mentor-mentee pairings are put into contact with each other, they will, if mutually agreeable, enter into a mentoring agreement. This form will be used in the first meeting to establish the nature and scope of the buddying relationship. By completing the form, participants will be able to clarify and communicate their expectations, plan their programme and agree a set of ground rules.

The mentoring process will be based on a three-stage approach:

1) **Orientation Session**

The participants will meet for the first time, will introduce themselves and share some background information. This meeting gives participants the opportunity to discuss their expectations for the partnership and they agree the contract together by completing the mentoring agreement. Participants develop specific plans and allocate tasks to action over the buddying period. An agenda has been provided as a guide to help you in your first meeting; however you may choose to set your own meeting agenda if this is more appropriate.

2) **Work-in-Progress Sessions**

There is no specific rule on how often a buddy pair will meet; it may be regularly or sporadically, depending on the individuals involved and individual time constraints. You may agree on a set time for each meeting, or you may be more comfortable with a less formal arrangement. These issues should be resolved by individual pairings.

As a rough guide, it is recommended that at least 5 meetings are conducted over the 6-month buddying period. The timing and style of the meetings/interactions will vary according to individual needs and what works best in the individual circumstances.

\(^1\) Please see Glossary of Terms for explanation of Business Continuity terminology.
3) Evaluation Session

At the end of the buddying period, each pair will be asked to provide feedback about their experience of the programme and the extent to which the goals identified at the start of the relationship have been achieved; an evaluation form is provided for completion. This is an important part of closing the buddying relationship because it gives you the opportunity to reflect on your experience. It also gives you the chance to identify key learning points and areas for progression.

When all pairings have ended their 6-month buddy relationship, each person will be invited to a group debrief session where evaluation forms will be reviewed and trends will be identified. All participants will have the opportunity to discuss what worked and what didn’t work and you will be encouraged to raise any issues that may be helpful when reviewing and improving the programme.

If you do have any comments or suggestions for how we could improve the programme, please feel free to contact the Buddy Scheme Coordinator at any time, you don’t need to wait until the end of the relationship or until the evaluation session to have your say!

What if I don’t have time to meet my buddy?

The scheme has been designed to encourage buddies to find ways of working that suits their individual needs the best. Remote working i.e. contacting each other by telephone or by email, might be a sensible option if time is a factor for you and if there are any queries or issues which would not require a formal meeting. For example, a mentee might ask a mentor to review a draft Business Impact Analysis and send feedback via email.

At minimum, it is recommended that you meet for an orientation session (to introduce yourselves and to complete the mentoring agreement) and that you meet for an evaluation session (to identify key learning points and to review the achievement of your objectives), however we would advocate whatever structure works best for you. All remote working during the ‘work-in-progress’ phase of the programme would need to be agreed in your individual pairings if this option was the most appropriate.

How much time will I need to give?

Obviously for the relationship to be a success, both mentor and mentee need to demonstrate enthusiasm and a real commitment to benefit from the relationship. While the time commitment may vary quite considerably between each individual pairing, the Buddy Scheme need only require a reasonable amount of time, depending on individual time constraints and working arrangements.

As mentioned above, if pairings decide they want purely face-to-face contact rather than a remote working arrangement, it is recommended that couples meet for an orientation and an evaluation session and for at least three ‘work-in-progress’ sessions, a minimum of five meetings in total. Some couples may wish to use a combination of remote working and meeting time, depending on individual circumstances, therefore the amount of time dedicated to the relationship will be flexible according to your individual needs.
Again, due to individual variation, it is difficult to state the ideal duration of a meeting, but it is recommended that your meetings should last for at least an hour. In some instances, a mentee might want to spend an afternoon ‘shadowing’ a mentee or observing a Business Continuity Plan Test, which would take longer than an hour. Alternatively, a mentee may just need to call a mentor with a quick query to clarify an issue, which would clearly take less than an hour. These arrangements should be discussed and decided between yourselves when completing your mentoring agreement.

**How much will it cost to participate in the scheme?**

It costs nothing to participate in the scheme, although each organisation will need to cover any associated time and travel costs. The Buddying Scheme is not a commercial scheme i.e. there should be no buying or selling of business continuity solutions between the mentor and mentee. Whilst mentors might want to suggest a business continuity solution or product to an organisation, this should be done in general terms rather than recommending a specific product or company.

**What support should I expect?**

In order for the scheme to be a success, you will need to be fully supported by your respective organisation i.e. in terms of releasing time for you to commit to the relationship. It is your individual responsibility to secure this support from your workplace Manager.

It is important to note that mentors are only expected to ‘support’ mentees, mentors are not expected to perform operationally, they should provide advice and guidance to the mentee, who should then implement the ideas and carry out tasks in their organisation as appropriate. For further information about your roles and responsibilities, please refer to the relevant document in your information pack, titled ‘Buddy Scheme Roles and Responsibilities’.

The Buddy Scheme Coordinator will be available to provide you with support at any stage of the mentoring process, although it is important you contact the Coordinator directly should you require any further assistance.

**Contact details:**

Kimberley Hart (Buddy Scheme Coordinator)
Civil Contingencies Unit
Manchester City Council
Town Hall
Manchester, M60 2LA
Tel: 0161 234 3313
Email: k.hart@manchester.gov.uk

**Disclaimer**

 Whilst every effort is made to ensure the effectiveness of Buddy Scheme Mentors, to the extent permitted by law, Manchester City Council and the Manchester Business Continuity Forum excludes any liability arising from the use of advice provided during participation the Buddy Scheme either in part or full.
Buddy Scheme Roles and Responsibilities

The Relationship

Your ‘buddy’ relationship will be unique to each individual pairing and each pair is likely to develop a way of working which suits them best.

Broadly speaking, the relationship will be:

- Supportive to the programme participants
- Based on the development of mutual trust and respect
- A pro-active relationship, not simply providing support
- Challenging and critical, where appropriate
- Confidential

For the relationship to be a success, it is important that you understand your part in the mentoring process. In order to help you gain a better understanding of your role, the following lists have been devised.

Responsibilities of the Mentee

The Mentee:

- Should identify the skills and knowledge areas that require strengthening
- Should expect to receive guidance and advice from the Mentor, but should not expect the Mentor to do all the work!
- Accepts responsibility for their own decisions and actions
- Acquires new skills and increased knowledge of Business Continuity Management which can be applied to their own organisation
- Maintains confidentiality
- Completes all relevant tasks

Responsibilities of the Mentor

The Mentor:

- Provides advice, information, guidance and constructive feedback, where appropriate
- Acts as the facilitator to develop the Mentee’s understanding and awareness of Business Continuity Management best practice
- Objectively evaluates the Mentee’s plans and decisions
- May acquire a deeper knowledge of Business Continuity Management and develop new approaches that can be applied to their own organisation
- Maintains confidentiality
- Completes all relevant tasks
- Should not use the relationship to promote their organisation or its products
**Personal Attributes**

People in a successful buddy relationship should display the following essential attributes:

- The ability to listen
- Demonstrates openness and a commitment to the partnership
- Good time management and self management skills
- Assertiveness, realism and discretion
- Relevant knowledge and the ability to research independently
- The ability to challenge, analyse and evaluate working practices
- The capacity to change and accept change

Some additional attributes considered necessary for an effective **mentor** include:

- Good leadership skills, with the ability to motivate and inspire others
- An honest yet considerate approach to giving advice, including the ability to provide constructive feedback
- The ability to identify learning opportunities
- Good facilitation and coaching skills
- The ability to use questions that allow mentee’s to think for themselves
- The ability to challenge ways of thinking and promote new ideas
- A willingness to learn

Some additional attributes considered necessary for an effective **mentee** include:

- The ability to ask meaningful questions
- The ability to challenge ways of thinking
- The ability to work pro-actively under own initiative
- The ability to seek answers within themselves
- Honesty with themselves and their mentor
- A willingness to learn
Buddy Scheme Mentor Application Form

If you would like to support a ‘buddy’ on behalf of your organisation, please complete the details below so that we contact you when we have found a suitable match.

<table>
<thead>
<tr>
<th>Name of Organisation:</th>
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<tbody>
<tr>
<td>Brief description of organisational aims:</td>
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<tr>
<td>Name of person completing this form:</td>
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<td>Job Title:</td>
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<td>Brief description of your role and responsibilities:</td>
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(Please include post code) |   |
| Telephone Number: |   |
| Mobile Phone Number: |   |
| Fax: |   |
| Email Address: |   |

In order to identify the most appropriate buddy for your organisation, please take the time to answer the following questions.

**How far is Business Continuity Management progressed in your organisation?**  (Please provide details below)

**Why are you interested in having a Business Continuity Buddy?**  (Please provide details below)

**Please describe your skills and experience for mentoring.**  (Please provide details below)

**What outcomes would you like to see from the buddy scheme?**  E.g. a better understanding of another organisation, the opportunity to share best practise, increased understanding of BCM in different contexts, partnership opportunities, providing support to a charity or voluntary organisation etc  (Please provide details below)
On a scale of 1-4, please assess your capability for guiding, advising or supporting your buddy in the following areas of Business Continuity Management:

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<th>Area</th>
<th>1 = Very Capable</th>
<th>2 = Capable</th>
<th>3 = Fairly Capable</th>
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<td>Business Continuity Risk Assessment and Management</td>
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<td>Embedding Business Continuity Management into your Organisation’s Culture</td>
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If you answered ‘Other’, please provide details here:

Please choose the time of day you would most prefer to have your meetings:

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<td>Between normal working hours (9am – 5pm)</td>
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<td>Lunch (between 12 and 2pm)</td>
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Is there anything else you would like us to consider when choosing a buddy?

Yes ☐ No ☐

If yes, please provide details of your requirements:

In terms of the structure of your buddy relationship, would you prefer:

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<tr>
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Signature……………………………………………………………… Date……………………………

Please return your completed application form to:
Kimberley Hart, Civil Contingencies Unit, Manchester City Council, Manchester, M60 2LA
Or email to: k.hart@manchester.gov.uk
Buddy Scheme Mentee Application Form

If you would like to request a ‘buddy’ to support Business Continuity Management in your organisation, please complete the details below so that we contact you when we have found a suitable match.

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<td>Email Address:</td>
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In order to identify the most appropriate buddy for your organisation, please take the time to answer the following questions.

How far is Business Continuity Management progressed in your organisation? (Please provide details below)

Why are you interested in having a Business Continuity Buddy? (Please provide details below)

What outcomes would you like to see from the buddy scheme?  E.g. a completed business impact analysis, a completed business continuity plan, a business continuity plan test scenario developed etc (Please provide details below)
From the following list of options, please number the 3 (where 1=highest priority and 3=lower priority) areas of Business Continuity Management where you require the most assistance.

- Introducing Business Continuity to your Organisation
- Business Continuity Risk Assessment and Management
- Carrying out a Business Impact Analysis
- Business Continuity Planning
- Exercising, Maintaining and Reviewing your Business Continuity Plans
- Crisis Management
- Recovery Strategy Planning
- Embedding Business Continuity Management into your Organisation's Culture
- IT Recovery in Business Continuity Management
- Carrying out a Business Continuity Health Check in your Organisation
- Other

If you answered ‘Other’, please provide details here:

Please choose the time of day you would most prefer to have your meetings:

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<th>Preferences</th>
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<td>Breakfast (before 9am)</td>
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<tr>
<td>Between normal working hours (9am – 5pm)</td>
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<tr>
<td>Lunch (between 12 and 2pm)</td>
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<tr>
<td>Early Evening (after 5pm)</td>
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</tbody>
</table>

Is there anything else you would like us to consider when choosing a buddy?

- Yes [ ]
- No [ ]

If yes, please provide details of your requirements:

In terms of the structure of your buddy relationship, would you prefer:

- Formal and Structured [ ]
- Relaxed with set objectives [ ]
- Informal [ ]

Signature…………………………………………………………… Date……………………………

Please return your completed application form to:
Kimberley Hart, Civil Contingencies Unit, Manchester City Council, Manchester, M60 2LA
Or email to: k.hart@manchester.gov.uk
Outline Agenda

A suggestion of what you might want to cover in your first buddy meeting...

1. Introduction
You may use this initial meeting as an opportunity to find out more about each other e.g. professional background and experience, job role and responsibilities, the nature and scope of each other’s organisation etc.

2. Keeping records of your meetings
It is important to have some record of your meetings so that issues that were discussed can be reviewed at a later date, if necessary. Meeting logs will stay confidential between yourselves in the buddy relationship, however you both need to decide who will record discussions during your meetings and how this will be recorded. A meeting log template has been produced which you may or may not wish to use.

3. Reviewing the ‘Buddy Scheme Roles and Responsibilities’ document
For the relationship to be successful, it is important that both parties understand their part in the process and how each contributes to the achievement of the specified goals. It may therefore be useful to review this document together to ensure that both parties are in agreement about each other’s role and responsibilities.

4. Clarifying expectations
Each person will come into a buddy relationship with different views of how the scheme will help him/her achieve their goals. It is therefore crucial that from the outset, both parties are very clear about each other’s expectations for the relationship and both parties need to ensure that their expectations are realistic, achievable and practical within the time constraints.

5. Completing the ‘Mentoring Agreement’ form
This may seem like just a paper exercise, however it is intended that the form provides a clear structure for further clarifying and developing clear expectations for the relationship. The form asks practical questions about times, venues, contacting each other between meetings, confidentiality etc, so you should find it useful to complete together in this first meeting. Once you have completed the mentoring agreement, the form needs to be copied (so you can both refer back to the document) and then returned to the Buddy Scheme Coordinator.

6. Agreeing the time, date and location of your next meeting
You may want to agree this now in your meeting, or at a later date that is mutually convenient.

7. Agreement of actions prior to the next meeting
This ensures you are both very clear about who will be doing what, and by when.
Mentoring Agreement

Each person will have different views of how the mentoring programme will help achieve their goals. It is crucial at the outset that these expectations are realistic, achievable and practical. With this in mind, this form can be used in the first meeting to establish the nature and scope of the buddying relationship. Completing this form will also help to clarify and communicate your own expectations and create an agreed set of ground rules.

| Name of Mentor Organisation: |
| Name of Mentee Organisation: |
| Name of Mentor: |
| Name of Mentee: |

| How long the relationship is expected to last: | Start date | End date |
| Frequency of meetings: | |
| (E.g. weekly, monthly, bi-monthly) | |
| Location of meetings: | |
| How we will contact each other in between meetings: | |
| (E.g. phone, email) | |
| How we will agree to complete tasks between meetings: | |
| How we will review our progress: | |
| (E.g. completing a log book, taking minutes of meetings, providing evidence of successful outcomes) | |
| How we will end the relationship: | |

| The goals for our relationship: |
| (Please list the outcomes you expect to achieve during the programme e.g. completed business impact analysis, completed business continuity plan, completed plan test, completed risk assessment and strategy etc) |
| Mentor: |
| Mentee: |

<p>| How we will know we have achieved our goals: |
| Mentor: |
| Mentee: |</p>
<table>
<thead>
<tr>
<th>What we expect from the relationship: (E.g. support, advice, guidance, opportunities to observe best practice, allocation of tasks etc)</th>
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<td>Mentor:</td>
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<td>Mentee:</td>
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<th>The most useful things we can offer the relationship:</th>
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<td>Mentor:</td>
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<td>Mentee:</td>
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<tr>
<th>Is there anything else you would like to agree at this stage?</th>
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<tr>
<td>Mentor:</td>
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<td>Mentee:</td>
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Apart from information collected to record meetings that have taken place, general feedback and the evaluation of the scheme, the buddy relationship is strictly confidential. The content of meetings will remain between the two partner organisations.

I can confirm that I have read and understood the Buddy Scheme Guidelines and Information Pack. I understand this is not a commercial scheme i.e. there should be no buying or selling of business continuity solutions between the mentor and mentee. I understand that participation in the scheme is free, although each participating organisation will be expected to cover any associated time and travel costs.

I have discussed and completed this Mentoring Agreement and understand my role and responsibilities for the Buddy relationship.

Signature of Mentor: ……………………………………………… Date: ……………………………………

Signature of Mentee: ……………………………………………… Date: ……………………………………

Please return your completed mentor agreement to:
Kimberley Hart, Civil Contingencies Unit, Manchester City Council, Manchester, M60 2LA
Or email to: k.hart@manchester.gov.uk
# Buddy Scheme Meeting Log

<table>
<thead>
<tr>
<th>Date:</th>
<th>Time:</th>
<th>Location:</th>
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## Areas Discussed:

## Follow-up Actions and Target Dates for Completion:

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<th>Mentor</th>
<th>Mentee</th>
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## Additional Comments:

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<th>Date of Next Meeting:</th>
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<tr>
<td>Time of Next Meeting:</td>
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<tr>
<td>Location of Next Meeting:</td>
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# Buddy Scheme Information Pack Evaluation

We would be very interested to know what you think about the buddy scheme information pack so that we can use this feedback to make improvements, wherever necessary.

Q1. What is your name?  

Q2. What is your organisation?  

Q3. Are you:  
   - A Mentor? [ ]  
   - A Mentee? [ ]

Q4. How useful is the information pack?  
   - Very useful [ ]
   - Useful [ ]
   - Not very useful [ ]

Q5. What do you think about the style of the information pack?  
   - Too formal [ ]
   - Just right [ ]
   - Too informal [ ]

Q6. Is there anything we could change to improve the accessibility of the information pack?  
   - Yes [ ]  
   - No [ ]

If you answered yes, please provide details of how we could improve accessibility:

Q7. Is there anything we could change to improve the content of the information pack?  
   - Yes [ ]  
   - No [ ]

If you answered yes, please provide details of how we could improve the content:

Q8. Do you have any other suggestions for improving the information pack?  
   - Yes [ ]  
   - No [ ]

If you answered yes, please provide details:

Q9. Overall, how would you rate the information pack?  
   - Excellent [ ]
   - Good [ ]
   - Fair [ ]
   - Poor [ ]

Please return your completed mentor agreement to: Kimberley Hart, Civil Contingencies Unit, Manchester City Council, Manchester, M60 2LA or email to: k.hart@manchester.gov.uk

*Thank you for taking the time to complete this evaluation.*
Buddy Scheme Evaluation

At the end of the buddying period, please complete this form. This exercise is an important part of ending the buddy relationship, because it gives you the opportunity to reflect on your experience, the chance to identify key learning points and identify areas for progression.

The feedback captured on this form will also help us to improve the buddy scheme, particularly focusing on identified areas of weakness and building on any identified strengths.

| Q1. What is your name?          |                                      |
| Q2. What is your organisation? |                                      |
| Q3. Are you?                   | A Mentor ☐  A Mentee ☐               |
| Q4. Dates of buddy relationship? | Start ☐  End ☐                     |
| Q5. How many face-to-face meetings did you have? |                                      |
| Q6. If you did **not** meet your buddy for the duration of the scheme, what was the reason? |                                      |
| Q7. To what extent did you achieve the objectives you initially identified in your mentoring agreement for the buddy scheme? | [Insert mentor agreement objective]  Fully achieved ☐  Partly achieved ☐  Not achieved at all ☐  
  Comments: |
|                                  | [Insert mentor agreement objective]  Fully achieved ☐  Partly achieved ☐  Not achieved at all ☐  
  Comments: |
|                                  | [Insert mentor agreement objective]  Fully achieved ☐  Partly achieved ☐  Not achieved at all ☐  
  Comments: |
|                                  | [Insert mentor agreement objective]  Fully achieved ☐  Partly achieved ☐  Not achieved at all ☐  
  Comments: |
|                                  | [Insert mentor agreement objective]  Fully achieved ☐  Partly achieved ☐  Not achieved at all ☐  
  Comments: |
Q8. Have there been any unexpected outcomes, negative or positive, for you personally or for your organisation? If yes, please provide specific examples.

Q9. Is there anything new or different you/your organisations intend to do as a result of your involvement in the buddy scheme? If yes, please provide specific examples.

Q10. In your partnership, what worked well?

Q11. In your partnership, what aspects could have been improved?

Q12. Are there any aspects of the buddy scheme that you would change? If yes, please give further details.

Q13. Overall, how would you rate your experience of the Buddy Scheme?

<table>
<thead>
<tr>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Unsatisfied</th>
<th>Very Unsatisfied</th>
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MENTOR:  

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<tr>
<th>MENTOR:</th>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
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MENTEE: 

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Q14. Would you be interested in participating in the Buddy Scheme again, either as a mentor or a mentee? If you answered no/maybe, please explain your reason:

MENTOR:  

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<th>MENTOR:</th>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
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MENTEE: 

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Q15. Would you be happy to use the information you have given in MBCF publicity e.g. to advertise a future buddy scheme? Please note we would always contact you to seek approval before publishing any information.

Yes | No

Please return your completed mentor agreement to: Kimberley Hart, Civil Contingencies Unit, Manchester City Council, Manchester, M60 2LA or email to: k.hart@manchester.gov.uk

Thank you for your time and support of the Manchester Business Continuity Forum Buddy Scheme.