

SWELLENDAM MUNICIPALITY



MENTORING AND COACHING POLICY

Approved by Council as per Item A98

Date: 17 June 2022

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1. INTRODUCTION

The Swellendam Municipality realizes that:

- 1.1 Employees and potential employees should be provided with the opportunity of a planned career path within the organisation.
- 1.2 Employees and potential employees should have the opportunity to develop and improve their skills needed to execute their present as well as future job functions.
- 1.3 Therefore, the Swellendam Municipality commits itself to implement and maintain mentorship and coaching and related programmes and identify Mentors and Coaches to oversee the career and development of a employee within a structured framework.

2. PURPOSE AND OBJECTIVES

- 2.1 To implement and maintain Mentorship and Coaching principles and related programmes for the Swellendam Municipality in order to ensure good governance, financial viability and optimal institutional transformation with the capacity to execute its mandate.
- 2.2 The Swellendam Municipality subscribes to the view that the Mentorship and Coaching Programme shall be utilized to:
 - 2.2.1 Implement strategic learning programmes that will add value to the overall skills requirements of the Swellendam Municipality and the community at large.
 - 2.2.2 Foster mechanisms by which to successfully grow people into key positions in terms of the Employment Equity and Succession Plans.
 - 2.2.3 Assist pre-employed learners to bridge the gap between institutional learning and the job market, by enhancing their learning with workplace experience to improve their employability in the job market.
 - 2.2.4 Stimulate and support skills development in the formal and informal economy to enhance employability and sustainable livelihood through job creation and social development initiatives.
 - 2.2.5 Enhance the transformation of the organisation.
 - 2.2.6 Address particular imbalances in management or in specific areas.
 - 2.2.7 Reduce the labour turnover rate and increase the retention of skilled human resources.
 - 2.2.8 Build capacity and integrate learning interventions continuously.

- 2.2.9 Ensure support for learnerships, employment equity initiatives, internships and experiential training to take place.
- 2.2.10 Assist potential employees in gaining practical experience.

3. SCOPE AND APPLICATION

This policy shall apply to all employees and potential employees of Swellendam Municipality.

4. DEFINITIONS

In this policy, unless the context otherwise indicates -

“Coach” means someone with expertise, experience, knowledge, authority and influence and is charged with the total responsibility of preparing, teaching, coaching, instructing, and tutoring a person with potential in the professional technical and managerial fields.

“Mentoring” means the process which takes place in a committed and supportive relationship between “mentor” and “subordinate” during the course of which the former empowers the latter to become integrated through improved performance in the process of transmitting knowledge, skills and life experience with the purpose of growing that employee / learner for greater efficiency and effectiveness.

“Employee” means an employee who undergoes learning and development interventions under the guidance of a mentor/ coach.

“Employer” means the Swellendam Municipality.

“Management” means a person who gets work done through others and that includes all management levels.

“Mentor” means someone with expertise, experience, knowledge, authority and influence and is charged with the total responsibility of growing, teaching, coaching, guiding, counselling and advancing a person with potential in the professional technical and managerial fields.

“Workplace” refers to the place of work as contemplated in the Labour Relations Act 1995 (Act No. 66 of 1995).

5. LEGAL FRAMEWORK

This policy shall be read in conjunction with:

- 5.1 The Constitution of the Republic of South Africa, 1996.

- 5.2 Labour Relations Act, 1995 (Act No. 66 of 1995).
- 5.3 Skills Development Act, 1998 (Act No. 97 of 1998).
- 5.4 Skills Development Levies Act, 1999 (Act No. 9 of 1999).
- 5.5 Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000).
- 5.6 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).
- 5.7 Occupational Health and Safety Act, 1993 (Act No. 58 of 1993).
- 5.8 South African Qualifications Authority Act, 1995 (Act No. 58 of 1995).
- 5.9 Employment Equity Act, 1998 (Act No. 55 of 1998).
- 5.10 National Qualifications Authority Act, 1995 (Act No. 58 of 1995).
- 5.11 All relevant Collective Agreements.

6. THE MAIN FUNCTION OF THE MENTORING AND COACHING PROGRAM

- 6.1 The main function shall be to ensure good governance, financial viability and optimal institutional transformation with capacity to execute its mandate, enhance performance and to support individuals in their career development.

7. SUPPORT TO MENTORSHIP AND COACHING PROGRAMME

7.1 Management

- 7.1.1 The employer shall provide and maintain as far as is reasonably practicable a working environment that is safe and without risk to the health of his learners and employees.
- 7.1.2 Management shall support the Mentoring and Coaching policy and initiatives by creating a favourable environment and avail time for mentoring/ coaching to happen.

7.2 Division: Human Resources

- 7.2.1 The Division: Human Resources shall act as custodian to keep the Mentorship and Coaching Policy and initiatives on track.

7.3 Employment Equity and Skills Development Plan

- 7.3.1 The Mentorship- and Coaching Policy shall support the Organisation's Employment Equity initiatives in meeting the Employment Equity targets and goals and support the implementation of the Workplace Skills Plan.

8. ROLE PLAYERS IN THE MENTORSHIP AND COACHING PROGRAM

The mentorship and coaching programme shall consist of the following role players:

8.1 Skills Development Facilitator (SDF)

The Skills Development Facilitator (SDF) will implement the intervention and will ensure the smooth running thereof. The responsibility of reporting on the progress and results will also be the responsibility of the SDF. He/she will also monitor the relationship between the Mentor and the Employee and give advice as needed.

8.2 Senior Manager of Directorates

Directors will indirectly be responsible for the day to day running of the Mentorship intervention in his/her directorate. This function may be delegated to a departmental manager. The Manager must ensure that the Employee has the optimal opportunity to develop. The involvement of the Manager will be managed in a sensitive manner, in order not to jeopardise the trust relationship between the mentor and employee.

8.3 Mentor

The Mentor will oversee the total development process of the Employee for the duration of the relationship. The role of the Mentor is that of giving advice and guidance to the Employee. The Mentor must have a personal concern for the Employee and a feeling of responsibility for his/her success. The mentoring functions of the Mentor must be part of his/her key activities to ensure the effectiveness of the Mentorship-relationship.

8.4 The employee or learner

The Employee, being selected according to certain criteria will ultimately be responsible for his/her own development. Enthusiasm and willingness to learn is the most important criteria. Loyalty to the organisation and commitment to service delivery is also vital.

9. THE PROCESS OF MENTORING AND COACHING

9.1 The mentoring and coaching programme shall be a planned and systematic process.

9.2 The length of the mentoring and coaching programme will be determined by:

9.2.1 The relevant Policy of Swellendam Municipality

9.2.2 The prescribed probation rules.

9.2.3 The rules of the funding agency

9.2.4 The time-frame of the WIL-programme

9.2.5 The rules of the TVET College or University of Technology or University

9.2.6 The knowledge and /or experience as required to become permanently employed as per JD or market trends.

- 9.2.7 The operational requirements of the Swellendam Municipality.
- 9.3 All mentoring and coaching processes shall cover all major aspects including theoretical learning, interpersonal relationships, technical skills and managerial skills.
- 9.3 Mentoring and Coaching is an inherent management function and shall form part of the position's relevant key performance indicators.
- 9.4 Requirements of mentors and coaches
 - 9.4.1.1 Management perspective.
 - 9.4.1.2 Organisation know-how.
 - 9.4.1.3 Credibility.
 - 9.4.1.4 Accessibility.
 - 9.4.1.5 Communication Skills.
 - 9.4.1.6 Empowering orientation.
 - 9.4.1.7 Development orientation.
 - 9.4.1.8 Inventiveness.
 - 9.4.1.9 Ability to manage performance.
- 9.5 **Employee -learner**

The Mentorship and Coaching programme shall be applicable to all employees and potential employees of Swellendam Municipality based on the criteria listed under 8.4. and the discretion of the Director, after consultation with line management.

 - 9.5.1 Employees who need career guidance.
 - 9.5.2 Employees who need to improve their work performance.
 - 9.5.3 Employees attending any related training programmes.
 - 9.5.4 Employees on probation

9.6 Potential employees

- 9.6.1 People who are given the opportunity to take part in the following programmes:
 - 9.6.1.1 Learnerships,
 - 9.6.1.2 Skills Programmes,
 - 9.6.1.3 Experiential Training,
 - 9.6.1.4 Internships,
 - 9.6.1.5 Exchange Programme.

10. CO-ORDINATION OF MENTORSHIP AND COACHING PROGRAMMES

The Skills Development Facilitator in HR Department shall co-ordinate the administrative procedures in conjunction with line departments.

11. EVALUATION AND MONITORING

The Skills Development Facilitator shall be responsible to monitor and evaluate the mentoring/coaching practices in respect of all mentoring/coaching programmes, therefore the stakeholders of the different programmes will meet on a regular basis to evaluate the programmes and the Employee / learner shall have the right to be assisted by organized labour at all discussions.

12. AMENDMENTS

The Council may from time to time amend this policy and introduce any measure(s) to ensure efficient, economic and effective management of Council resources.

13. EFFECTIVE DATE

The Mentor and Coaching Policy will become effective upon approval thereof by the Council of the Swellendam Municipality.

14. APPROVAL

Council resolution _____

Dated _____