



File Name	Mentoring and Coaching Policy
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1. INTRODUCTION

The Cape Winelands District Municipality realises 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 Cape Winelands District Municipality commits itself to implement and maintain mentoring and coaching and related programmes and identify mentors and coaches to oversee the career and development of a protégé within a structured framework.

2. PURPOSE AND OBJECTIVES

- 2.1 To implement and maintain mentoring and coaching principles and related programmes for the Cape Winelands Districts Municipality in order to ensure good governance, financial viability and optimal institutional transformation with the capacity to execute its mandate.
- 2.2 The Cape Winelands District Municipality subscribes to the view that the mentoring and coaching programme shall be utilised to:
 - 2.2.1 Implement strategic learning programmes that will add value to the overall skills requirements of the Cape Winelands District Municipality and the community at large.

- 2.2.2 Foster mechanisms by which to successfully grow people into key positions in terms of 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 social development initiatives.
- 2.2.5 Enhance the transformation of the organisation.
- 2.2.6 Address particular and any imbalance in management or specific areas.
- 2.2.7 Reduce the labour turnover rate and retain 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

- 3.1 This policy shall apply to all employees and potential employees of the Cape Winelands District Municipality.

3.2 The following policies must be read together with this policy on Mentoring and Coaching –

3.2.1 Education, Training and Development policy.

3.2.2 Employee Study Aid and Study Leave policy

3.2.3 Individual Performance Management policy

3.2.4 Succession Planning and Career Pathing policy.

3.2.5 Internship policy.

3.2.6 Recruitment and Selection policy

3.2.7 Employee Driving License Assistance policy.

3.2.8 Municipal Staff Regulations GN 890.

3.2.9 Municipal Staff Regulation Guidelines GN 891.

3.3 This policy includes the following processes –

3.3.1 The main function of the mentoring and coaching programme.

3.3.2 Support to mentoring and coaching programme.

3.3.3 Role players in the mentoring and coaching programme.

3.3.4 Benefits of mentoring and coaching.

3.3.5 The process of mentoring and coaching.

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.

“Coaching/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 for greater efficiency and effectiveness.

“Employee” means any person, excluding an independent contractor, who receives or is entitled to receive any remuneration and any other person who in any manner assists in carrying on or conducting the business of the employer.

“Employer” means the Cape Winelands District Municipality.

“Management” means a person who gets work done through others and 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.

“**Protégé**” means an employee who undergoes intensive learning and development interventions in the Council under the guidance of a mentor/coach or a person under the protection of, patronage and tutelage of another.

“**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 the:

5.1 Skills Development Act, 1998 (Act No. 97 of 1998).

5.2 Skills Development Levies, 1999 (Act No. 9 of 1999).

5.3 Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997).

5.4 Labour Relations Act, 1995 (Act No. 66 of 1995).

5.5 **Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000)**

5.6 Employment Equity Act, 1998 (Act No. 55 of 1998).

5.7 Applicable Conditions of Service of the Cape Winelands District Municipality.

6. THE MAIN FUNCTION OF THE MENTORING AND COACHING PROGRAM

To ensure good governance, financial viability and optimal institutional transformation with the capacity to execute its mandate, enhance performance and to support individuals in their career development.

7. SUPPORT TO MENTORING 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 its employees.

7.1.2 Management shall support the Mentoring and Coaching policy by creating a favourable environment and avail time for mentoring/coaching to take place.

7.1.3 Coaching of staff by supervisors, including guiding a staff member to develop new skills.

7.1.4 Mentoring staff to acquire technical, professional or specialist skills, which may include structured mentorship programmes.

7.2 Division: Human Resources

The Training and Individual Performance Management Unit shall act as custodian to keep the Mentoring and Coaching policy on track.

7.3 Organisations' Strategic Business Plan

The organisational culture and climate shall support the Mentoring and Coaching policy.

7.4 Employment Equity and Skills Development Plan

The Mentoring and Coaching policy shall support the Municipality's employment equity initiatives in meeting its employment equity targets and goals.

8. ROLE PLAYERS IN THE MENTORING AND COACHING PROGRAM

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

8.1 Training and Individual Performance Management Unit

8.1.1 The Human Resources project coordinator will implement the intervention and will ensure the smooth running thereof.

8.1.2 The responsibility of reporting on the progress and results will also be the responsibility of the project coordinator.

8.1.3 The project coordinator will also monitor the relationship between the mentor and the protégé and provides advice as needed.

8.2 Head of Department

The applicable Head of Department will indirectly be responsible for the day-to-day running of the mentoring intervention in his/her department, **as a KPA within his/her Performance Agreement**. This function may be delegated to a departmental project coordinator.

8.3 Supervisor/Line Manager

- 8.3.1 The supervisor/line manager must be encouraged to gain coaching skills and should actively coach and support the development of staff members who report to them.
- 8.3.2 The protégé's supervisor may be consulted by the protégé (and if required, the mentor), regarding the relevant objectives of the protégé, most notably learning of technical or managerial skills.
- 8.3.3 The support and assistance of the supervisor will be requested in this regard. The supervisor must ensure that the protégé has the optimal opportunity to develop.
- 8.3.4 The involvement of the supervisor will be managed in a sensitive manner, in order not to jeopardise the trust relationship between the mentor and protégé.
- 8.3.5 The mentor will oversee the total development process of the protégé for the duration of the relationship.
- 8.3.6 The role of the mentor is that of providing advice and guidance to the protégé. The mentor must have a personal concern for the protégé and a feeling of responsibility for his/her success.
- 8.3.7 An important factor is that the participation of the mentor must be voluntary to ensure the effectiveness of the mentorship relationship.

8.4 Mentor

The mentor will have to possess the required characteristics.

8.5 The protégé or learner

The protégé, being selected according to certain criteria (of which one is potential), will ultimately be responsible for his/her own development. Enthusiasm and willingness to learn is probably the most important criteria according to which protégés will be nominated.

9. BENEFITS OF MENTORING AND COACHING

Mentoring shall be of benefit to the distinct parties in the following ways:

9.1 The protégé, who shall gain –

- 9.1.1 Access to the mentor's professional networks.
- 9.1.2 Practical insight into the business world.
- 9.1.3 Insight into his/her own behaviour and practices in the workplace.
- 9.1.4 Self-confidence, self-awareness and self-esteem.
- 9.1.5 Recognition of his/her potential and of opportunities for acquiring skills and knowledge.

9.2 The mentor/coach, who shall –

- 9.2.1 Enjoy the satisfaction of being able to transfer skills and knowledge.
- 9.2.2 Receive opportunities to re-examine own practices, attitudes and values.

- 9.2.3 Develop the ability to refine and develop skills.
- 9.2.4 Create opportunities to extend their professional experiences.
- 9.2.5 Become competent in developing and motivating their subordinates.

9.3 Organisation will benefit from –

- 9.3.1 Improved motivation of protégé and mentor.
- 9.3.2 Building a continuous corporate culture of learning within the organisation.
- 9.3.3 Improved communication.
- 9.3.4 Saving in training costs.
- 9.3.5 Improved performance and productivity.
- 9.3.6 Rapid development of high-flyers who will assist the Cape Winelands District Municipality in reaching its goals.
- 9.3.7 Transfer of skills and knowledge.

9.4 Recognition to participants –

- 9.4.1 The roles of the various participants must be valued.
- 9.4.2 Those who have performed in an outstanding manner shall be recognised publicly as “Mentor/Protégé of the Year” award.

10. THE PROCESS OF MENTORING AND COACHING

10.1 The mentoring and coaching programme shall concentrate on planned and systematic programmes.

10.2 All mentoring and coaching processes shall cover two major aspects:

10.2.1 Developmental learning.

10.2.2 Interpersonal relationships.

10.3 Management function

Mentoring and coaching is an inherent management function and shall not be regarded as an additional management task.

10.4 Mentoring and coaching training

The Division: Human Resources shall ensure that effective training and support of the mentoring/coaching programmes is in place to facilitate the building of effective personal and professional relationships.

10.5 Requirements of mentors and coaches

Employees meeting the requirements of becoming mentors and coaches shall be identified and selected according to the following qualities –

10.5.1 Management perspective.

10.5.2 Organisation know-how.

- 10.5.3 Credibility.
- 10.5.4 Accessibility.
- 10.5.5 Communication skills.
- 10.5.6 Empowering orientation.
- 10.5.7 Development orientation.
- 10.5.8 Inventiveness.
- 10.5.9 Ability to manage performance.

10.6 Protégé/learner

The mentoring and coaching programme shall be applicable to all employees and potential employees of Cape Winelands District Municipality.

10.7 Potential employees

People who are given the opportunity to take part in the following programmes –

- 10.7.1 Structured Learning Programmes.**
- 10.7.2 Newly appointed employees busy with their induction/orientation period.
- 10.7.3 Employees who need career guidance.

10.7.4 Employees who need to improve their work performance.

10.7.5 Employees attending any related training programmes.

11. **PERSONAL DEVELOPMENT PLANS**

11.1 The development plans will be informed by the job description, Workplace Skills Plan, Skills Needs Analysis and the Performance Management System.

11.2 Structured learning programmes shall be developed in accordance with the development plans.

11.3 Learning programmes for prospective learners shall be informed by guidelines as per Municipal Staff Regulations GN 890 and the Municipal Staff Regulations Guidelines GN 891.

11.4 Every staff member must have a personal development plan that sets out the strategies to

11.4.1 Address the staff member's development needs and specific skills to be developed for their current roles arising from the skills audit, as well as the learning interventions required to build these skills.

11.4.2 Develop new skills and provide exposure to new areas of work, which are aligned to the Municipality's strategic objectives.

11.5 The personal development plan must take into account the skills audit and the requirements of the performance management system.

11.6 A staff member may only undergo training that is –

11.6.1 Contained in personal development plan.

11.6.2 Approved by the Municipal Manager or his/her delegatee.

12. COORDINATION OF MENTORING AND COACHING PROGRAMMES

The Division: Human Resources shall coordinate the following –

12.1 Administrative procedures.

12.2 Assist with mentoring and coaching programmes in liaison with line departments.

12.3 Training of mentors/coaches and protégés/learners.

12.4 Provide guidelines to functional departments to identify mentors and run their mentoring program in consultation with the departmental heads.

12.5 Line management shall form an integral part of mentoring and coaching programmes and it shall be driven by the line departments at functional levels and not the Division: Human Resources.

13. EVALUATION AND MONITORING

13.1 The Division: Human Resources shall be responsible to coordinate the monitoring and evaluation of the mentoring and coaching practices in respect of all mentoring and coaching programmes, therefore the stakeholders of the different programmes will meet on a regular basis to evaluate the programmes and the protégé/learner shall have the right to be assisted by organized labour at all discussions.

13.2 Monitoring and evaluation of mentoring and coaching programmes will be reported on via quarterly individual performance management scorecards.

14. 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.

15. EFFECTIVE DATE

The Mentoring and Coaching policy will become effective upon approval thereof by the Council of the Cape Winelands District Municipality.