

HR 16/1/P
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3. CORPORATE AND SHARED SERVICES DEPARTMENT
(LEADERSHIP AND MANAGEMENT ACADEMY)
MENTORSHIP PROGRAMME POLICY
(From the Mayoral Committee Cluster: Economic Development: 9 September 2008, the Portfolio Committee: Corporate and Shared Services: 13 November 2008)

1. PURPOSE

The purpose of this report is to outline a mentorship programme policy for the employees of the City of Tshwane to address competency gaps in critical and scarce skills.

2. STRATEGIC OBJECTIVE

The strategic objective addressed in this report is:

SO 5: To ensure good governance, financial viability and optimal institution transformation with capacity to execute its mandate

3. BACKGROUND

The government introduced short to medium-term programmes for alleviating poverty by reducing unemployment. The methodology to do this is to provide work opportunities coupled with training, in particular through mentorship programmes and especially training. It is one of the objectives of the government's Joint Initiative for Priority Skills Acquisition (Jipsa) and Accelerated and Shared Growth Initiative for South Africa (Asgisa) initiatives to address the skills challenge through the development of a scarce skills database. Other key skills projects include the deployment of experienced professionals and managers to local government.

The proposed mentorship policy is aligned to these initiatives of government and intended to develop internal human resources to address skill shortages. This policy will also provide a sound basis for the organisation to –

- retain the next generation of leaders;
- improve leadership and managerial skills;
- develop new leaders;
- enhance career development;
- put high-potential individuals on a fast career track;
- promote diversity;
- improve technical knowledge; and
- retain management knowledge in the organisation.

The introduction of mentoring as opposed to traditional training has many added benefits:

Mentee role	From passive receiver to active learner
Mentor role	From authority to facilitator
Learning process	From trainee-directed to self-directed; from face to face to multiple and varied opportunities
Focus	Knowledge transfer and acquisition to critical reflection and application

4. MENTORSHIP DEFINITION AND PRINCIPLES

4.1 MENTORSHIP DEFINED

Mentorship is that formal agreement between two individuals, namely the mentor and the mentee, during which the less-experienced individual (mentee) is led and advised by the mentor in the development of the individual's knowledge, skills and attitudes. The relationship between mentor and mentee will start off as dependence on the part of the mentee. It must then develop towards the independence of the mentee. The ultimate relationship between them should develop to interdependence to ensure that both the mentor and the mentee get the most out of the mentoring relationship.

This concept should be distinguished from other concepts such as coaching, which is a developmental tool used by most line managers to develop their subordinates during and after performance appraisals.

It should also be distinguished from experiential training, which, as it is implemented in the City of Tshwane, is a process targeted at learners still studying at tertiary educational institutions to obtain their qualifications and who need experiential training in the workplace for a limited time. However, mentorship and experiential learning may be conducted simultaneously as part of a developmental programme for an official.

Mentoring should not be a time-consuming process in that the mentor provides guidance to a mentee in intervals of a minimum of one meeting per quarter but not more frequently than monthly. A principal mentor must be appointed for each mentee through a centrally coordinated process by the Tshwane Leadership and Management Academy in consultation with the key account specialists of the various departments.

4.2 PRINCIPLES OF MENTORSHIP

Mentorship and experiential learning are conducted on a needs-driven basis, with due allowance for individual career goals and the needs of the CoT.

- The mentorship initiative plays an important supporting role in the process of enabling the individual to let him or her realise his or her potential.
- Mentorship forms part of a bigger integrated process and is one of the many training or development interventions for inclusion in individual career plans.
- Mentorship can be conducted in a structured and formal way, or informally.

- This policy focuses on formal and structured mentoring.
- Participation is focused on the talents in the organisation with consideration of individual needs.
- The participation of mentees will be determined by the availability of mentors. This implies that a person cannot take part in the formal intervention if a suitable mentor is not available.
- An individual's needs, availability of funds and capacity will be considered when implementing a mentorship programme.
- A pool of mentors should be established to build capacity.
- Training will be provided for participating mentors, mentees and supervisors.
- A mentee taking part in the interventions of mentorship will still be responsible for his or her existing day-to-day tasks.

5. ROLE PLAYERS

5.1 THE MENTORSHIP FORUM

The Mentorship Forum involves role players concerned with mentorships from the respective departments in the City of Tshwane. This forum will serve as an advisory body and will monitor the evolution of mentorship in the City of Tshwane. It will provide departments with the opportunity to report on the progress made and will report on the achievements.

5.2 DEPARTMENTAL HEAD

The departmental head will be indirectly responsible for the day-to-day running of the mentorship intervention in his or her department. This function may be delegated to a departmental project coordinator.

5.3 DEPARTMENTAL PROJECT COORDINATOR

The departmental project coordinator will implement the intervention and will ensure the smooth running of it. The responsibility of reporting on the progress and results will also be the responsibility of the project coordinator. He or she will also monitor the relationship between the mentor and the mentee and give advice as needed.

5.4 SUPERVISOR

The mentee's supervisor may be consulted by the mentee (and, if required, the mentor) about the relevant objectives of the mentee, most notably learning of technical or managerial skills. The support and assistance of the supervisor will be requested in this regard. The supervisor must ensure that the mentee has the optimal opportunity to develop. The involvement of the supervisor will be managed in a sensitive manner, not to jeopardise the trust relationship between the mentor and mentee.

5.5 MENTOR

The mentor will oversee the total development process of the mentee for the duration of the relationship. The role of the mentor is that of giving advice and guidance to the mentee. The mentor must have a personal concern for the mentee and a feeling of responsibility for his or her success. An important factor is that the participation of the mentor must be voluntary to ensure the effectiveness of the mentorship relationship. The mentor will have to possess the required characteristics.

5.6 MENTEE

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

5.7 DEPARTMENTAL ADVISORY COMMITTEE

The Departmental Advisory Committee is one of the role players discussed in paragraph 6.1

6. IMPLEMENTATION OF THE PROGRAMME

As a mentoring culture is pursued in the City of Tshwane, the following characteristics should form part of the implementation of this policy:

- Alignment
- Accountability
- Communication
- Value and visibility
- Demand
- Multiple mentoring opportunities
- Education and training
- Safety nets

Each department should develop and implement a plan for mentoring in their environment. They would also be required to nominate a representative that will serve on the Mentorship Forum.

The Mentorship Forum involves role players concerned with mentorships from the respective departments. This forum will provide departments with the opportunity to report on the progress made. It will serve as an advisory body and will meet monthly. The forum will monitor the evolution of mentorship in the City of Tshwane and report on the achievements.

The implementation of mentorship programmes should follow a formalised process and must include the following steps:

6.1 FORM A DEPARTMENTAL ADVISORY COMMITTEE

- The Departmental Advisory Committee is responsible for developing, executing and monitoring a plan for mentoring in the department and reports to both the department's management and the Mentorship Forum.
- The Departmental Advisory Committee will include the department's HR Key Account Specialist or nominee and at least one representative of senior management in the department. The Advisory Committee may also be at the level of Executive Directors or their nominees and appropriate elements may be incorporated for measurement in scorecards of the performance management system.
- The Advisory Committee will meet quarterly

6.2 IDENTIFICATION AND NOMINATION OF MENTEES

Initial identification will be done by departmental heads in collaboration with supervisors. Candidates should have the potential to develop. Candidates will also have to be informed before nomination to ensure that they are interested and enthusiastic, and realise what the implications of participation in these interventions are.

6.3 IDENTIFICATION OF MENTORS

The initial identification will be done by departmental heads, or delegated.

It is important that participation is voluntary. The success of the project rests heavily on the active and positive involvement of the mentors. For the concept of mentorship to be successful the mentor should ideally be on a higher level than the mentee because the mentor should be proficient enough to give guidance to the mentee to perform on a higher level.

The number of mentees involved in the project will be determined by the number of available mentors. The maximum number of mentees that a mentor can normally effectively deal with is two. A pool of mentors should be created in each department to establish capacity so that the maximum number of suitable mentees can be accommodated. The ideal situation is that it will be expected of all managers to be able to fulfil the role of mentor and it should eventually be incorporated in all managerial job descriptions.

6.4 TRAINING AND/OR ORIENTATION OF MENTORS AND MENTEES

Mentors will have to go through a training process to give them the necessary knowledge to ensure that they are competent as mentors. The effectiveness of this phase will assure the success of these interventions. Properly prepared mentors could contribute to a successful mentor/mentee relationship.

An orientation session will be held for mentees to ensure that they understand the process and their role in it.

6.5 MATCHING OF MENTORS AND MENTEES

The successful matching of mentees and mentors is important. Without a suitable match, the guidance and supporting role of the mentor will be unobtainable.

6.6 PROGRAMME DEVELOPMENT AND IMPLEMENTATION

- The department can provide a broad overview of how such a programme should look; however, the mentor should "start where the mentee is" by building on his or her strengths.
- Achievable challenges should be set in collaboration with the supervisor.
- The mentorship programme will be implemented according to a suitable mentorship model.

7. MENTEE DEVELOPMENT PATH

A mentorship development plan will be developed for each mentee.

8. USING EXTERNAL PROVIDERS FOR MENTORING

It is a challenge to identify suitable and experienced mentors who are willing to execute the additional work required of a mentor. Some potential mentors are adamant that as a result of their workload they do not have time for the added responsibility of mentorship.

To fast-track the mentoring process the following options are recommended:

- External companies and service providers should be considered to assist with mentoring candidates. In this instance the approval process for using external training providers as outlined in the approved training and development policy of the City of Tshwane must be followed.
- The retention of senior employees that meet the requirements should be considered for the purpose of mentoring candidates.
- National and provincial initiatives for the placement of retired employees should be considered.
- Private sector partnerships should be considered as well

9. EXPERIENTIAL TRAINING

A scheme for experiential training of students who are presently studying at tertiary institutions is available in the City of Tshwane. This scheme is coordinated by the Talent and Learning Management Section of the Human Resources Division. These students enter into an agreement with the Municipality, which determines the conditions of the experiential training period. The principles of the mentorship policy will be used to formalise the development of these students.

10. IMPLICATIONS

10.1 FINANCES

The costs for mentorship programmes must be budgeted by the various departments.

10.2. HUMAN RESOURCES

The approved organisational structure and existing staff appointed to deal with human resources functions will be utilized to assist with the implementation of the Mentorship Policy. Since mentors are largely voluntary, the appointment of mentors is not expected to have significant human resource implications.

10.3. COMMUNICATION

The Mentorship Forum structure will be used as a communication channel together with the other normal communication channels of the City of Tshwane.

10.4. PREVIOUS COUNCIL AND MAYORAL COMMITTEE RESOLUTIONS

None.

10.5. CONSTITUTIONAL AND LEGAL IMPLICATIONS

There are no specific legal implications applicable.

11. COMMENTS OF THE CHIEF FINANCIAL OFFICER

(Unaltered)

The purpose of the report is to outline a mentorship programme policy for the City of Tshwane.

It is indicated in paragraph 10 that the cost for the mentorship programme must be budgeted by the various departments.

The strategic executive directors of the various departments must ensure that sufficient funds are requested for this purpose for the future financial years during the annual budget process.

12. COMMENTS OF STRATEGIC EXECUTIVE DIRECTOR: CORPORATE AND SHARED SERVICES (LEGAL SERVICES)

(Unaltered)

The purpose of this report is to outline a mentorship programme policy for the City of Tshwane to address competency gaps and scarce skills.

This latest updated policy was scrutinised and the following needs to be considered:

1. What is the duration of the programme?

In terms of section 2 (a) of Schedule 2 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), as amended, the staff of a municipality must at all times execute lawful policies of the municipal council. The recommendations of this report are supported.

13. CONCLUSION

Based on the information provided in the report and the need to retain and develop the scarce and critical skills in the City of Tshwane, it is recommended that the Mentorship Policy be approved.

IT WAS RECOMMENDED (TO THE PORTFOLIO COMMITTEE: CORPORATE AND SHARED SERVICES: 13 NOVEMBER 2008)

That it be recommended to the Mayoral Committee:

That the Corporate Mentorship Policy as outlined in the report be approved.

During the discussion of this item by the Portfolio Committee: Corporate and Shared Services at its meeting held on 13 November 2008 the Portfolio Committee was of the opinion that recommendation 1 be amended and that Council be added as the approving body.

A second recommendation must be added to indicate that the involvement of the City Manager and the Heads of Departments would be measured by their individual scorecards.

After further discussion it was resolved to recommend as set out below:

RESOLVED:

1. That the Corporate Mentorship Policy as outlined in the report be approved by Council.
2. That the implementation of the Corporate Mentorship Policy be reflected and measured in the individual performance scorecards of the City Manager and the Heads of Departments.

