KWAZULU NATAL PROVINCIAL TREASURY

VOLUNTARY MENTORSHIP PROGRAMME POLICY

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Designation:	HEAD OF DEPARTMENT
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1. Introduction

It is acknowledged that the implementation of a mentorship programme is part of the broader plan to improve capacity in the Public Service and that a well - structured programme will assist in the regular upgrading of the skills of officials.

KZN Provincial Treasury identifies and will as far as possible support the career goals of its employees and therefore will provide opportunities for learning and development. Such opportunities like a voluntary mentorship programme will assist employees in acquiring the necessary knowledge, skills and expertise essential to their career growth. This approach will ensure that individual development is aligned to organisational goals and potential preparedness for internal growth.

2. Scope

This policy document is applicable to all permanent officials of KZN Provincial Treasury who are appointed in terms of the Public Service Act (Act 103 of 1994), as amended.

3. Authorization

3.1 Skills Development Act, 1998
3.2 Public Service Act, 1994
3.3 Public Service Regulations, 2016
3.4 National Human Resource Development Strategy
3.5 Human Resource Development Strategy for the Public Service.

4. Objectives

The objectives of Voluntary Mentorship Programme are:

4.1 To provide development opportunities for employees to work towards career goals.

4.2 To provide a powerful non-formal training vehicle for enhancing employee capabilities.

4.3 To speed up the implementation of the employment equity programme.

4.4 To improve the quality and overall effectiveness of human resource

development.

4.5   As a means to ultimately retain scarce skills and above average performers.

4.6   To provide management with a tool to simultaneously monitor and improve the abilities of employees.

4.7   Provide Management to a tool to simultaneously mentor and improve the abilities of new/potential managers.

5.   Definition of Terms

5.1   Mentoring

Refers to a relationship between a seasoned individual referred to as the mentor who supports a less experienced individual, the mentee to achieve personal growth so he or she can achieve greater efficiency, productivity and effectiveness within an organisation.

5.2   Mentee

Is the individual that is trained, advised and counselled by the more experienced individual.

5.3   Mentor

The more senior experienced person, who is assigned to provide the advice, guidance and counselling.

6.   Mentorship Explained

It is a process of deploying experienced individuals to provide advice and guidance that will help less experienced individuals in their careers. This process supplements the role of an immediate supervisor to provide on-the-job training and development.

Mentoring is a long-term intervention aimed at accelerating service delivery within Treasury by ensuring that critical skills within the organisation are not lost and rather transferred to less senior officials.

It equips the mentee with the necessary abilities to deal with new demands at also allows them the opportunity to practice and demonstrate the new learnt abilities simultaneously.

Mentoring requires the mentor to fulfil a psychological and a facilitating role:

- Psychological Role
  It requires the mentor to assist the mentee in overcoming the stresses and strains of work and personal life and often the conflict between the two by providing emotional support.
- Facilitating Role
  This role entails training and orientating the mentee to the realities of the workplace to ensure optimal performance and involves the transmission of knowledge and skills on all aspects of their work.

7. Benefits of Mentorship

7.1 Mentorship serves as a vehicle for capacity building and skills acquisition.

7.2 It fosters skills transfer in the workplace.

7.3 It is a quicker and less cost effective method of development.

7.4 It is based on the learn-on-the-job principle which may yield more effective capacity building than formal training.

7.5 It has a personal benefit in preparing an individual for career growth.

7.6 It assists the organisation in developing skills in scarce and critical skill areas.

8. Principles of mentoring

8.1 Lifelong Learning

The environment and workplaces are changing continuously and therefore there is a need for continuous improvement and upgrading of skills and service delivery.

8.2 Equity

On the premise of encouraging effective collaboration amongst people from diverse experiences and backgrounds.

8.3 Demand Led

Skills development will focus on the assessment of the needs of the department. Emphasis will be placed on the skills and competencies required in supporting effective and efficient service delivery within Treasury.

8.4 Confidentiality

Mentors need to understand that the mentor-mentee relationship is one of trust. When either mentees or mentors share information in this relationship the expectation is that this information will not be disclosed to any other person without the permission of the person disclosing the information. Mentors must respect the confidentiality of their interaction with mentees.

8.5 Partnership and Cooperation

Partnerships and engagements with private organisations or skills development/ professional bodies and leading individuals with scarce skills are essential.

8.6 Regulation and Legislation supporting mentorships

Mentorship programme shall be aligned to the Human Resources Development Strategic Framework.

9. Selection of Mentors

9.1 The primary focus of this programme is that officials (permanent / contract) can volunteer themselves to part of the mentorship programme or Senior Managers can nominate/select mentors that possess a high level of technical expertise and are viewed as good performers.

9.2 Human Resources in conjunction with respective Senior Managers may also identify officials in areas of scarce and critical skills to perform mentorship responsibilities.

9.3 In principle Volunteer mentors are preferable; however a suitable employee may be approached to act as a mentor.

9.4 In general the mentorship will focus on mentees who are from junior to high level management. Mentors will therefore need to have higher rank and experience than that of the mentees and would have a minimum of 5 years'

experience in a particular position in the public service.

9.5   A member of staff who volunteers to become a mentor will be appointed if the criteria are met. Willingness to become a mentor is not in itself sufficient grounds for appointing someone. A person's aptitude and personal characteristics are important factors in a mentoring relationship. The same must be considered the suitability of all personnel for this responsibility must be carefully considered.

9.6   A mentor occupies positions in units where mentees are located (not necessarily in the direct line of supervision).

9.7   Are eligible and have the appropriate attributes, skills, experience and knowledge of the respective career path. Age may be considered with due regard to the characteristics of many cultures.

9.8   Must be committed to undergo formal mentorship training.

9.9   The mentors will remain on the departmental panel of mentors for a period of one year but may be reconsidered for subsequent years based on need.

10.   Appointment and Performance Management of Mentors

10.1   Mentors shall be appointed up to a maximum of one year on the programme. However, a short period maybe identified depending on the development gap.

10.2   It is therefore essential that a development/mentoring plan aligned to the development gaps is in place that defines the period of mentorship at the onset of the programme as is compiled by the mentor.

10.3   Mentoring responsibilities shall be defined and be given recognition under a Key Responsibility Area using the departmental performance management system. Further, recognition will be granted at the Service Excellence Annual Awards for those mentors that excelled in executing/ implementing the planned developmental interventions as per the quarterly monitoring by HR. The inclusion of mentoring tasks in a person's KRA does not entitle them to additional remuneration.

11. Selection of Mentees

A permanent employee may apply to participate in the mentorship programme. Their acceptance onto the programme will depend on whether there is a mentor that matches their skills development needs.

Acceptance will be based on the following:

11.1   The Departmental Training Committee shall review the applications.

11.1   Members of the committee may confer with and interview mentees individually.

11.3   The committee will make their selection based on the following criteria:
- the potential mentees career goals,
- career path plan,
- educational background,
- work experience,
- strength and weaknesses
- development needs.

11.4   The availability of an appropriate mentor (acceptance by the mentor is essential).

11.5   Both the mentor and mentee remains responsible for their current work responsibilities.

11.6   **That the mentor will not obtain recognition through the departmental EPMDS.**

12.   COMMITMENT EXPECTATIONS OF MENTEES

The following expectations need to be met by the mentees:

- Pro-activeness and an attitude directed at self-empowerment and skills Development.
- Willingness to learn or role model and be committed to life-long learning.
- Take responsibility for self-development.
- Be willing to suggest development areas to the mentor.
- Self-effort to improve communication competencies in expressing ideas, Concerns and problems to the mentor.

- Be more orientated towards problem-solving and solution based approach directed at win-win principles.

13. Planning phases

The planning phases (as expanded in the attached annexure) for the mentorship programme are as follows:

a) Assessing needs;
b) Developing the programme;
c) Selecting and screening;
d) Preparation, training and orientation.

14. Contracts

Three types of contracts shall be entered into in the mentorship programme that will specify the expected deliverables of the mentorship:

a) Between mentors and mentees;
b) Between the department and mentors (included in the EPMDS contract);
c) Between the department and externally sourced mentors (if applicable).

15. Termination

In the event of any parties experiencing difficulties that cannot be resolved, any of the parties may initiate termination. When this occurs the department's mentorship programme coordinator will be informed of each step and the following process will be followed:

a) A written request with specific reasons for termination will be issued by the respective party and submitted to the Programme Manager.
b) The Programme Manager shall convene separate meetings with to discuss the circumstances leading to the request for termination followed by a joint meeting.

16. ISSUES OF DISSATISFACTION OR TERMINATION

Should either the Mentee or Mentor experience difficulties or cannot continue with the programme, the following process should be followed:

16.1   Report issues of concern to the Mentorship Programme Coordinator (HRD) whom may have discussions with both in order to find a plausible solution.

16.2   In the event of anticipated termination, a written request with specific reasons must be submitted to the Head of Human Resources. Further discussions may take place with the party that wants to withdraw from the programme followed by a joint meeting before a final decision is made.

16.3   The decision will be recorded and communicated to all parties. The termination of the mentorship will be reported at the departments mentorship programme coordinating committee.

17.   ROLES AND RESPONSIBILITIES

17.1   Head of department

a) Ensure that all structures and resources are available for the successful implementation of the programme.

17.2   Programme Manager

a) Oversee the implementation of the programme.

b) Approve recommendations of the Committee in respect of potential mentees and mentors.

17.2   Head of Human Resources

a) Develop and manage the mentorship programme in conjunction with the relevant stakeholders.

b) Ensure that mentorship programmes are integrated into the human resource and employment equity plans and HRD strategy and plans.

c) Assist in the selection of mentors.

d) Develop monitoring, assessment and evaluation methods for the assessment of mentees and the programme as whole.

17.3   Human Resource Development Section

a) Facilitate and coordinate mentorship programmes across the department.

b) Arrange formal mentorship training for mentors.

c) Conduct quarterly monitoring processes with the mentee and mentor.

d) Attend to all administrative responsibilities regarding the programme.

17.4 Departmental HRD/ Training Committee

a) View applications in line with set criteria.

b) Recommend participation on the programme.

c) Provide further suggestions/ advice.

17.5 Mentor

a) Determine development plan.

b) Meet with mentee minimum once a week.

c) Provide advice, guidance that directed at developing the mentee.

d) Be committed to the programme and maintain confidentiality.

e) Provide quarterly progress reports to HRD.

17.6 Mentee

a) Accept additional work assignments directed at development.

b) Meet with the mentor minimum once a week.

c) Be committed to receiving and developing oneself.

d) Provide quarterly progress reports to HRD.

18. Dispute resolution

The resolution of disputes between mentors and mentees should be dealt with in line to departmental policy and procedure.

19.   DISCIPLINE

Where mentees transgress any of the public service regulations or departmental policies and procedures or commit other acts of misconduct, disciplinary action will be taken in accordance with the disciplinary of the department and as aligned to the Code and Procedures for the Public Service contained in PSCBC Resolution 2 of 1999, as amended by PSCBC Resolution 1 of 2003.

20.   GRIEVANCES

If mentees feel aggrieved by any matters arising from their working conditions they shall lodge a grievance in terms of the departmental grievance procedure.

21.   COMMUNICATION

The Directorate: Human Resources are responsible for communicating this policy to all employees within the department.

22.   REPORTING, MONITORING AND EVALUATION

Human Resource Development shall monitor the progress of all participants on a quarterly basis, wherein:

22.1   Mentees are required to keep records of their own progress as specified in terms of the mentorship agreement and provide feedback to HRD on the progress of the programme.

Mentors shall report to HRD on the progress of mentees in a specified format. Confidentiality between the mentor and mentee is important, however, based on the judgement of a mentor, if a mentee is in some difficulty may the mentor report to HRD provided the mentee is made aware.

22.2   Mentors must keep a record of interactions with mentees in all programmes and submit a close-out report at the end of the programme.

22.3   Both Mentees and Mentors must report to their immediate supervisor (if it is not the same person), their whereabouts in instances that assignments will take them away from the workstations/place or planned training in line with the programme.
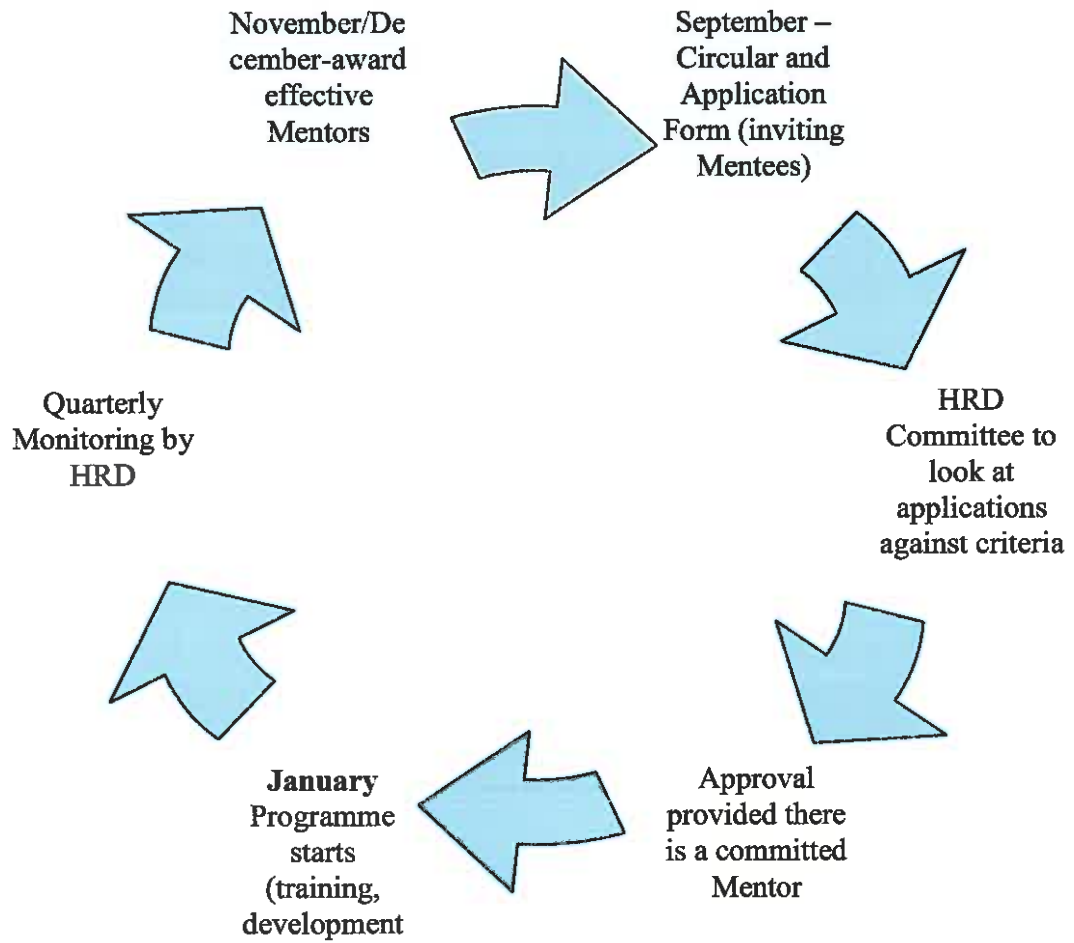
22.4   Monitor the impact of the progress by keeping records of mentees future career progression.

22.5   Evaluate the programme annually via surveys completed by participants at the end of the programme.

22.6   The Directorate: Human Resources is responsible for the development and regular review of this policy document.

22.7   Any inputs or amendments regarding this policy can be directed to the above-mentioned component for the attention: Senior Manager: Human Resources.

Implementation Phases

Phase	Process	Activities
Needs assessment	Establish internal capacity to conduct mentorship	Identify appropriate candidates according to rank, experience and other criteria (such as willingness to volunteer).
Programme Development	Develop the Programme	- Design mentorship programme/s and accordingly develop a policy to support the programme, inclusive of:- - Establishing mentorship objectives and requirements - Developing protocols for interaction - Creating a structured framework to specifying roles and responsibilities etc together with clear lines of authority - Draw up reporting and monitoring and evaluation requirements - Appoint a Programme Manager
Preparation and Selection	Prepare Department for mentorship programmes	- Brief supervisors on intention and process of mentorship programme
	Select mentors	- Apply criteria for selection of mentors
	Training for mentors	- Arrange training on the theory and practice of mentoring in the Public Service
	Select mentee	- Apply criteria for mentee selection
Agreements	Formalise mentorship agreements	- Draft mentorship conditions - Draft performance criteria - Renewal options/close-out - Assessment process - Formalise Training Plan
Implementation	Implement mentorship programme	- Agreements are finalised - Develop training plan - mentor - Ongoing implementation of training plan - Monitor ongoing mentoring practices - Quarterly reporting by Mentor and

		Mentee
		- Identify problems and challenges and provide possible solutions in limiting these
		- Provide a formal recognition of accomplishment in the form of a testimonial letter
Closure and Evaluation	Closure of mentorship phase	- Debriefing
	Evaluation of mentors	- Develop evaluation criteria
	Evaluation of mentorship programme	- Establish baseline data for programme evaluation
		- Identify measurable and plan to measure accurately over time
		- Evaluate the function of mentorship programme, outputs, and cost-benefit assessment

Draft Process Flow – Implementation of Voluntary Mentorship Programme

November/De
cember-award
effective
Mentors

September –
Circular and
Application
Form (inviting
Mentees)

Quarterly
Monitoring by
HRD

HRD
Committee to
look at
applications
against criteria

January
Programme
starts
(training,
development

Approval
provided there
is a committed
Mentor

Application form for Mentorship Programme

Section A: Personal Details:

NAME AND INITIAL	
CURRENT POST TITLE	
SALARY LEVEL	
BUSINESS UNIT	
RACE AND GENDER	

Motivation:

Briefly indicate your Career Goals?
State your Career Path in line with your Career Goals?
In line with your Career Path, indicate the progressive post within KZN Treasury that you would like to be mentored in ? Motivate your response.
Provide details of how you anticipate balancing your current work and the additional work through the mentorship programme.
In line with the attributes required of a Mentee (stated in the Departmental Mentorship Programme – Policy) indicate how your personality attributes will add value to the successful completion of the programme.

Educational Background and Work Experience:

Attach a comprehensive CV and certificates of all qualifications that you possess.

Recommendation by Immediate Supervisor and Head of Business Unit:

Applicant	Date	Signature
Supervisor	Date	Signature
Head of Business Unit	Date	Signature
Name of Supervisor	Date	Signature