

Coaching and Mentoring

1. Overview

This programme is intended for managers in all economic sectors. These managers would typically be heads of department, section heads or divisional heads, who may have more than one team reporting to them.

2. Programme Outcomes

- Developing an operational plan for a unit
- Implementing an operational plan
- Monitoring, measuring and evaluating the achievement of goals and objectives

Qualification:

Certificate of Completion

Duration:

2-Months

Programme Type:

Category B – Workplace-Based Learning Programme

Programme ID:

PA0079

SAQA US:

252035

NQF Level:

5

Credits:

8

Entry Requirements:

Communication & Mathematical Literacy at NQF 4

Training Options:

Online - Each participant will receive access to an online portal, where all programme materials and resources are available. Training is delivered fully online, and participants will join scheduled Microsoft Teams sessions facilitated by a trainer. This mode provides flexibility and allows learners to participate from any location.

Blended - Blended learning combines both online and face-to-face training. Participants receive access to an online portal for online content, resources, and self-paced activities. Alternatively, the learning material will be emailed to the participant. They also attend scheduled in-person contact sessions with a facilitator, either at the client's premises or providers campus. This approach offers the flexibility of online learning with the added support of guided, interactive sessions.

Face-to-Face - Each participant will receive training resources, which contains all programme materials and resources. Training is delivered through onsite contact sessions, either at the client's premises or providers campus, where a facilitator conducts the sessions in a classroom environment.

Minimum Participants Required:

(1) Online, (1) Blended & (1) Face-to-face

3. Programme Content

- **(252035 US):** Select and coach first line managers

**A choice of leveraged programmes for any person,
At any level, in any department, of any company, in any industry.**

4. Topics

Topic 1: Select first line manager for a specific position

- An analysis is conducted of the job profile to determine the key performance areas for the first line management position
- Selection and weighting criteria for the Key Results Areas of the first line management position are described on the basis of the job profile
- Liaison with the recruitment function of the entity is undertaken to ensure understanding of the requirements of the position
- Interviewing, desk checking and/or other techniques are used to arrive at a short list of the candidates who applied for the position
- Decisions are taken and offers made to the selected manager in accordance with organisational policies and procedures

Topic 2: Plan the coaching process of a first line manager

- A coaching plan and schedule are drawn up according to identified priorities in a unit
- Records of expected performance against the manager's Key Results Areas are prepared to serve as a basis for discussions with the selected manager
- A system is implemented for recording the decisions, commitments made and other relevant information from the discussions

Topic 3: Coach selected first line manager

- The purpose, content and schedule of the coaching process is explained to the selected manager in order to reach agreement on the coaching process
- During the coaching sessions the selected manager's performance is discussed against the Key Result Areas and recorded for future reference
- Identified gaps and actions to close them are agreed upon and recorded in the coaching action plan
- Feedback given to the manager is honest, constructive and supportive

Topic 4: Monitor and measure the results of coaching sessions

- Actions agreed to at a coaching session are monitored at the times agreed to during the coaching session Positive feedback is given to the selected manager for accomplishments against the coaching action plan
- Corrective actions agreed upon are recorded in areas where requirements in the coaching action plan have not been met
- Follow up action taken on the basis of the manager's response to the coaching is in line with organisational policies and procedures
- Line managers are encouraged to use the coaching process with people reporting to them after explaining and agreeing a system with them

We trust that the above is in order and look forward to hearing from you for Implementation

5. Workplace-Based Learning Programme

This WLP is a fusion of academic learning and practical work. The learning is directly applied to the workplace by using client-based mentors and extensive workplace-based portfolio work and assignments. Apart from the obvious benefits of a workplace directed qualification, each WLP qualifies for recognition as a Category B Skills Programme in the Learning Matrix of the Amended BEE codes, which allows for the salaries of participants to be recognized as part of the Skills Development Expenditure.

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