



## **SAIOH MENTORSHIP GUIDANCE AND PROCEDURE**

**Ref: SAIOH QMS Section 5.7.2**

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# SAIOH Mentorship Guidance and Procedure

## Guidance

### What is mentoring?

Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be. *Eric Parsloe*

### Objectives of the SAIOH Mentorship Programme

- To provide support and guidance to the mentee to allow development, increased knowledge and practice, and professional progression in Occupational Hygiene;
- To promote the transfer of Occupational Hygiene knowledge and to facilitate learning and growth;
- To provide career advice and direction for professional development and registration.

### Who are mentors?

Mentors are experienced Occupational Hygiene professionals, who offer advice and support to mentees by sharing knowledge and experience.

### Who are mentees?

Mentees are Occupational Hygiene Assistants and Technologists who benefit from the mentorship experience by expanding their knowledge and skills. They have the opportunity to be guided in developing the unique skill sets required to practice in the field of occupational hygiene and advance through the SAIOH recognized designations.

### What am I meant to do as a Mentor?

Mentorship provides guidance for development, whereas training is given with the aim of developing skills. Mentorship is therefore not training and the mentor is not expected to act in a training role.

Good mentors inspire their mentees to learn and grow; they encourage, rather than take over and do the work of the mentee; mentors play the role of the objective supporter and sounding board.

SAIOH has recognised the potential for growth of individuals; as a mentor it is your job to stimulate that potential. In your role as mentor you will, among other things, listen, ask questions, give feedback, or assign a developmental activity. Your role is not to solve problems.

**In most cases it is recognised that mentorship will naturally take place as part of your development and employment role, where a senior ROH is employed and is involved in your work and guidance**

**What am I meant to do as a Mentee?**

It is the mentees' responsibility to manage milestones relating to meeting development criteria specified in the respective skill definitions for assistant or technologist registration level. The mentoring process should be seen as a process of self-development and awareness.

Facilitation of learning is perhaps the most important goal of the mentoring process. Mentoring can be challenging for a mentee precisely because it emphasises learning and growth. The mentee can be expected to face challenges which may appear insurmountable at first. The mentor is there to discuss how to overcome the challenge but not to solve the challenge for the mentee. It follows that two of the key challenges of being an effective mentee are being willing to ask for help, and being able to receive help. For example, to establish milestones you may seek the Mentor's input.

**What qualifications/attributes does a Mentor need to hold?**

The basic requirement is that every mentor needs to:

- Be a SAIOH Registered Occupational Hygienist (ROH) or hold a IOHA National Accreditation Recognition (NAR) equivalent Industrial / Occupational Hygienist certification;

The national SAIOH office holds a register of ROH's who meet these criteria and of candidates, registering or requesting to participate in the scheme. In the case of IOHA NAR hygienists who wish to mentor, their certification / registration certificates need to be forwarded to the SAIOH national office.

Whilst it is not a compulsory requirement for mentors to have been assessors, it is advantageous, as they will have an in-depth understanding of the assessment process. It follows that mentors are encouraged at some stage in their careers to participate in the assessment process.

**Impartiality requirements**

This guide stipulates that Mentorship in this regard is not and should not be training of a candidate – simply advice and guidance to mentees on how and where required learning and practice may be found. In this form mentorship is not classified as training and is therefore should not create impartiality or exclude PCC members from being Mentors, with the exception of those listed in section 1.3.2.1 above.

To remain in line with the requirements of ISO 17024 with regard impartiality the Chairperson of the PCC, the Chief Examiner and the two designated PCC members involved in setting of and marking of all written assessment papers will be recused until such time they step down from these roles.

**How do I go about selecting a mentor?**

Things to look for in a mentor include a person that:

- Has managed and directed others in their everyday professional role
- Is a good listener
- Is approachable
- Is interested in developing others
- Is willing to encourage and coach another individual
- Is able to maintain the confidentiality of a relationship
- Has the time to devote to the mentorship role

**How much time is this going to take?**

Both the mentor and mentee hold responsibility to ensure that the mentorship agreement is based on contact time frames that are fit for purpose. The amount of contact time that is devoted to the mentor / mentee relationship will depend on the needs of the mentee. Some mentees may have need for minimal input whereas others may require much guidance. It is ideal if the mentee and mentor start off by meeting to work out what the expectations for the relationship will be. From then contact may include face to face meeting, video conferencing and telephone contact, but will certainly include regular email contact to address any issues that arise. Every mentoring partnership is different and both the mentor and mentee need to specify when establishing the relationship what their time availability is. It is important that there is an on-going working relationship between the mentee and mentor and so the both parties have to work out the mechanisms to achieve this.

**How long must a mentorship agreement be in place?**

The mentor takes the responsibility of signing off certain parts of the PLP, agreeing that it meets the requirements of the PLP document. With this in mind it is appropriate for both Occupational Hygiene Technologists and Occupational Hygienists that the initiation, carrying out and completion of the PLP must be conducted with a registered mentorship agreement in place.

**Personal Learning Portfolio (PLP) - *Personal Learning Portfolio Guide***

On your path to becoming a technologist or hygienist you are required, as part of the SAIOH certification process, to acquire skills that match the content of the SAIOH skill definitions. These competence levels are partly developed through the processes involved in completing a Personal Learning Portfolio and completing your *Self-assessment evidence and calculator* where the skills are defined.

The full Personal Learning Portfolio (PLP) must be maintained under an established mentorship or supervised relationship, registered with SAIOH.

**Where can the PLP Candidate guide be obtained?**

The PLP Candidate guide includes requirement for both Occupational Hygiene Technologists and Occupational Hygienists and is available on the SAIOH website.

**What cost is involved in participating in a formal mentorship programme?**

Most hygienists sell expertise in the form of time. Mentoring takes time, and SAIOH acknowledges that is the decision of the Registered Occupational Hygienists to choose whether to charge for time spent or not.

SAIOH PCB will annually review a guideline hourly rate that may be charged for mentorship services. SAIOH's role with regard to any monetary transactions is limited to reviewing this rate. If the mentor does charge, the hourly rate is based on the understanding of total contact time (face to face, video conference, telephone and e-mail). It should be mutually agreed whether the amount should be paid on a monthly or annual basis. If contact times are changed then the cost for the time should also be reviewed.

**In most cases it is recognised that mentorship will naturally take place as part of your development and employment role, where a senior ROH is employed and is involved in your work and guidance. In this instance no fees are expected to be charged.**

**How often should we meet?**

The mentor and mentee should estimate how many hours of contact time are required on average per month. Contact time includes time taken for face to face, video conference, telephone and e-mail. The contact time frames within the mentorship agreement should be reviewed as is appropriate, to determine if both the mentor and mentee are still satisfied that time frames are fit for purpose. At any time during the mentorship relationship, the mentor or mentee may request to review contact time frames.

**When is it inappropriate for a mentor to enter into a mentorship agreement?**

If the mentor feels that the mentee is not capable of reaching the goal of achieving the next certification level they should not enter into a mentorship agreement, as they are unlikely to be the correct mentor to aid the mentee in achieving their goals. The mentee will need consider the input given by the person approached as the mentor. In the case where the mentee feels they have been misjudged, they should seek to enter into an alternative mentorship agreement.

It is possible that several mentors are utilized by a mentee during his development as it may be necessary to involve a person with specific specialised skills for specific guidance and knowledge.

### What should be discussed at the first meeting?

- Ensure expectations of the relationship are discussed and you are both clear what certification level the mentee is aiming for.
- The mentee must prepare for the meeting by completing an initial SAIOH *Self-Assessment Evidence & Calculator spreadsheet* which forms part of the PLP. This can be downloaded from the SAIOH website. The initial Self-Assessment is a snapshot of what the mentee's capabilities are before they have undertaken the mentorship. The Self-Assessment will evolve as the candidates knowledge and competence grows, so that the final Candidate Self- Assessment contains the evidence required within the 17 skill definitions.
- Jointly review the gap between the mentee's capabilities and their goals.
- In the case of SANS 17020 Accredited employers (AIA's), this information forms part of the required skills development requirements for employees as such covers the requirement
- Agree guidelines on how you will work with each other. For instance, how often you both think you need to meet and for how long? Where will you meet? A meeting should always have an agenda. Setting the agenda for the meeting should be the responsibility of the mentee, but always sent to the mentor for review before the meeting.
- The need for the mentee to take minutes of all mentorship meetings. The minutes must be action minutes with both the person responsible for the action and proposed completion date.
- If there is any information in addition to the minutes, the mentee should take notes.
- The mentee should establish what their expectations are of their mentor and vice versa.
- The need to create a document management (This can be held in the PLP file). The mentee needs to create an Assessment File including the following:
  - Current SAIOH registration level certificate;
  - Copies of all SAIOH related application / registration forms;
  - Mentorship agreement;
  - PLP;
  - SAIOH candidate CV;
  - Correspondence, including e-mails etc...;
  - Minutes of meetings held between mentor and mentee;
  - Continuous Professional Development (CPD) points submission forms;
  - Record of attendance of SAIOH National and Provincial branch meetings;

### Future meetings

- Establish in what areas the mentee needs the most help.
- Together create a development plan to monitor progress.
- Revise the minutes of the previous meeting taken by the mentee.
- Update status of any actions that were agreed.
- The mentor should build on the mentee's own ideas, share their thoughts and ideas giving advice.
- Agree date/time for next meeting.

### **What happens if the mentoring relationship breaks down?**

As with any relationship many sources of disagreement can arise. If a mentorship relationship is not working for either the mentee or mentor, the relationship can be ended. In the case of dissolution of the mentoring relationship, the mentee will need to notify SAIOH that the mentorship relationship has ended and establish an alternative mentorship relationship. Note that no part of the PLP may be completed without a registered mentorship agreement in place.

### **Procedure**

#### **What is the procedure for establishing the relationship?**

1. **In the case of mentees employed in situations where natural mentors are present** the mentorship is simply formalised by completion of the mentorship agreement *Mentorship registration and Termination record*, This can be downloaded from the SAIOH web site. See point 7 below.
2. For a situation where no natural mentor is available, the candidate contacts SAIOH national, who hold a national list of hygienist who meet the criteria, see point 8 below;
3. SAIOH national contact potential mentors with the aim of creating a shortlist of hygienists who are prepared to explore forming a mentor / mentee relationship. This process is purely an administrative function to determine availability and is not aimed at determining the suitability of the mentor / mentee relationship;
4. SAIOH national send shortlist of potential mentors to candidate;

Once the mentee has obtained the shortlist of list of possible mentors from the SAIOH office, they need to select a mentor that will be able to guide them.

5. Mentee is responsible for ensuring that a mentoring relationship is established and to initiate work on their PLP. Download, complete and submit “ *Mentorship registration and Termination record*” form from the SAIOH website ([www.SAIOH.co.za](http://www.SAIOH.co.za)).
6. SAIOH Secretariat is responsible for managing and holding the mentorship register.
7. **In the case where there is a natural mentor and mentee relationship, such as where a potential mentor and mentee work for the same company, then the mentorship relationship can be established without contacting SAIOH. Rather the completed Annexure 1 to this document must be sent to SAIOH for record purposes.**
8. In the cases where there is no natural mentor / mentee relationship, then the candidate can contact SAIOH. Also specific mention should be made of potential issues such as:
  - a) Lack of mentors in geographical location;
  - b) Need for further guidance;

## c) Financial constraints;

The SAIOH office will provide guidance / facilitate on how to attempt to solve the problem.

Once an agreement has been established, the Mentorship Registration and Agreement form contained in Annexure 1 must be completed by both the mentor and mentee. The Mentorship Registration and Agreement including the Personal Learning Portfolio initiation forms must be submitted by the mentee to the SAIOH secretariat as per the contact details on the SAIOH website.

**What is the procedure for prematurely disestablishing the relationship?**

If at any time either the mentor or mentee feel that the relationship is not progressing as it should, either party has a right to terminate the relationship. In this case:

The mentor and mentee must complete the forms contained in Annexure 1 and 2 of *Mentorship registration and Termination record* respectively.

1. Once completed, these forms must be submitted to the SAIOH Secretariat.
2. The mentee has the further responsibility of establishing a new mentoring relationship.

**References:**

*SAIOH Self-Assessment Evidence & Calculator spreadsheet*

*SAIOH Personal Learning Portfolio Guide*;

*Mentorship registration and Termination record forms*