## Coaching Policy

**Name of Policy:** SHSCT Policy for Coaching

**Purpose of Policy:** To ensure that a culture of Coaching is embedded in the Southern HSC Trust and that the processes through which coaching is carried out are integral to the organisational arrangements for the delivery of safe and effective care to support transformational change and the personal/professional development of employees.

**Directorate responsible for Policy:** Directorate of Human Resources and Organisational Development

**Name & Title of Author:** SHSCT Coaching Forum

**Does this meet criteria of a Policy?** Yes

**Staff side consultation?** Yes

**Equality Screened by:** Yes

**Date Policy submitted to Scrutiny Committee:** 31st January 2013 (electronically)

### Members of Scrutiny Committee in Attendance:

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<th>Policy Approved/Rejected/Amended</th>
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<tr>
<td>Communication Plan required?</td>
<td>Yes</td>
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<td>Training Plan required?</td>
<td>Yes</td>
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<td>Implementation Plan required?</td>
<td>Yes</td>
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**Any other comments:**

**Date presented to SMT:** 13th February 2013

**Director Responsible:** Kieran Donaghy Director of Human Resources And Organisational Management, SHSCT

**SMT Approved/Rejected/Amended:** Approved

**SMT Comments:** None

**Date returned to Directorate Lead for implementation (Board Secretary):** 13th February 2013

**Date received by Office Manager (HQ) for database/intranet:**

**Date for further review:** 2 year default
Circulation List:

This policy was circulated to the following staff and groups for consultation:
- Chief Executive,
- Directors,
- Assistant Directors,
- Heads of Service, and
- Staff Side Representatives

Following SMT approval this Policy Document will be circulated to the following:-

- All Trust staff
- Trust Intranet site (for public release under the Freedom of Information Act 2000)
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1.0 INTRODUCTION

1.1 Modern health service environments are characterised by dynamic change, where challenging and competing demands require flexible innovative and creative approaches to learning and development geared to meet the needs of adult learners. All research and literature on organisational change and process improvement highlights the importance of the “human factor”. Organisations don’t change – people do. This requires leadership which can inspire staff, is credible and delivers results.

1.2 There are many forms of management/leadership development and support for professional practitioners/specialists/service managers or clinical leaders. Coaching is an integral component of the Trust’s overall Education, Learning & Development Strategy and is one specific development opportunity. However, there are many other alternatives available that may be more suitable and should be explored by the individual and their Line Manager.

1.3 The International Coach Federation (ICF) defines coaching as: ‘Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.’ The Trust’s Coaching Service will support and challenge leaders to be effective in leading change and transformation.

Another ICF description highlights what is distinctive about coaching:-

a) the client chooses the focus of the discussion;
b) the coach listens and contributes observations and questions;
c) the interaction creates clarity and moves the client into action;
d) the client’s progress is accelerated by providing greater focus and awareness of choice; and

e) the concentration is on where the client is now and what they are willing to do to get where they want to be in the future.

1.4 This document has been developed in accordance with the Trust’s key principles for policy development.
2.0 PURPOSE AND AIMS

2.1 The underpinning philosophy of the Trust's Coaching Service is the belief in individual potential – in an individual’s ability to use their creativity and intelligence to solve any problems and challenges they face and to achieve their goals.

2.2 The main purpose of Coaching is to support: -

(a) The development of belief in the employee’s own knowledge and skills;
(b) Employees who may be leading service improvement or facing a work based challenge, having access to trained competent coaches who are working to the required standards for ICF; and
(c) The development of competence, knowledge and skills through reflection and facilitation of personal and professional growth.

2.3 The aim of The Trust’s Coaching Service, as part of a range of options available via the Trust’s overall Education, Learning & Development Strategy, is to optimise employees’ capacity to lead and flourish within their role and/or to progress succession planning. This increased leadership capacity will support organisational transformation with the ultimate goal of improving patient/client experience, employee job satisfaction and the organisation’s credibility and reputation.

3.0 POLICY STATEMENT

3.1 The Trust has a genuine and strong commitment to ensure that all leaders and managers, irrespective of their level of experience, have access to and be prepared to make constructive use of coaching, as reflected in two of our six Trust Priorities, which are:-

- Being a great place to work – valuing our people, and
- Making best use of resources.
4.0 SCOPE OF POLICY

4.1 The Trust’s Coaching Service offers a one-to-one, time-limited (usually 4-5 sessions) coaching service offered by trained coaches to leaders and managers. Coaching sessions will typically last from 30 minutes to 1 hour and, where possible, will be via telephone.

4.2 To be eligible to use the Trust’s Coaching Service, individuals must be employed by the Trust, must be supported by their Line Manager/Sponsor and meet one or more of the following criteria:-

- Be in a clinical or service leadership/management/project lead role or be a specialist practitioner.
- Leading service improvement/development.
- Facing a work based challenge.
- Be newly appointed to their role.
- Being developed for future succession.

4.3 To ensure that capacity can meet demand the Trust’s Coaching Service will be introduced initially on a phased basis, as follows:-

(a) Succession Planning 2011/12 Participants.
(b) Succession Planning 2012/13 ‘Breaking Through’ Participants.
(c) Managers/Clinical Leaders/Specialists/Team Leaders/Supervisors on other Trust Development Programmes.
(d) Other Managers/Leaders/Specialists/Team Leaders/Supervisors.

4.4 The coaching pathway is outlined as follows:-

(a) Individual faces a challenge in their leadership role and are interested in developing at a professional and/or personal level.
(b) Individual has a discussion with their line manager, usually via their Personal Development Review/Personal Development Plan (PDR/PDP), and decides whether Coaching is an appropriate form of development.
(c) Individual submits a request for Coaching.
(d) Individual is matched with a Coach.

(e) Individual and Coach have an introductory conversation and decide whether or not to continue.

(f) Individual and Coach agree the Coaching Agreement including: the issue to be discussed, goals and expectations, method (usually via telephone), timing, duration (usually 30-60 minutes), frequency (eg weekly, fortnightly, monthly or bi-monthly) and the maximum number of sessions (usually 4-5), ground rules (eg confidentiality, ethical considerations, etc), ending agreement, commitment to appointments, and review/evaluation process.

(g) Coaching activity takes place.

(h) Review, Close & Evaluation (in relation to achievement of coaching goals, the coaching service, and also as part of the individual’s PDR/PDP).
5.0 RESPONSIBILITIES

5.1 Trust Board
The overall responsibility for these arrangements lies with Trust Board.

5.2 Chief Executive
The Trust Board’s responsibility for ensuring implementation is managed through the Chief Executive.

5.3 Director of Human Resources and Organisational Development
The Director of Human Resources and Organisational Development is the Executive Lead for Coaching within the Trust, which includes responsibility for establishing and monitoring the implementation of the Trust policy on Coaching.

5.4 Southern Trust Coaching Forum
The Southern Trust Coaching Forum, comprised of the trained Coaches and the HROD Coaching Lead, will meet on a quarterly basis to review and plan the ongoing development of the Trust Coaching Service and be accountable to the Director of HROD. The Forum will support Coaches, share good practice and learning, and co-ordinate continuing professional development for Trust Coaches.

5.5 Managers
Line Managers are expected to:

- Raise awareness of the Trust Coaching Service with their employees;
- Consider coaching as part of a range of Learning & Development options available to employees as part of the PDR/PDP process;
- Once agreed, facilitate the employee to avail of the development opportunity; and
- Once complete, provide evaluation feedback to the coachee as part of the PDR/PDP process and to the Coaching Service on the impact, outcomes and benefits of the coaching engagement for the individual, team and organisation.

5.6 Coaches
All Coaches will be expected to:

- Work to the ICF Professional Code of Ethics as outlined in the Connect Coaching Network Governance Arrangements document,
• Comply with relevant Trust policies and procedures in relation to Confidentiality and Records Management.
• Have support of own Line Manager to provide coaching as part of their existing job role.
• Be able to offer 4-8 hours coaching per month. It is strongly recommended that coaches accrue a minimum of 30 hours per year to maintain proficiency.
• Participate in regular supervision/mentoring sessions.
• Participate in the Trust Coaching Forum (Quarterly) and Connect Coaching Network (Bi-annual) Meetings.
• Maintain agreed confidential records of coaching sessions for purposes of training, evaluation and quality assurance of coaching.

5.7 Coachees
Coachees will be expected to:-
• Identify the leadership challenge, and are interested in developing at a professional and/or personal level, usually via the PDR/PDP process.
• Explore if coaching is the most effective development option with their Line Manager/Sponsor as part of the PDR/PDP process.
• Engage fully in the coaching process, committing to the coaching agreement.
• Inform the Coach promptly if postponement/cancellation is necessary.
• Evaluate the coaching service, impact upon their practice and the benefits to the organisation both as part of the Coaching Service evaluation process and as part of the PDR/PDP process.

6.0 LEGISLATIVE COMPLIANCE, RELEVANT POLICIES AND PROCEDURES

The Trust is committed to ensuring that all policies, procedures and strategies are kept under review to ensure that they remain compliant with all relevant legislation and reflect organisational development.

This policy will be reviewed by the Director of Human Resources and Organisational Development within two years or earlier in light of any changes in statutory legislation and/or operational experience that prevents these arrangements being implemented as intended.

This policy should also be read in conjunction with the following documents:-
• KSF PDR/PDP Procedures
• The Connect Coaching Network Governance Arrangements
7.0 EQUALITY AND HUMAN RIGHTS

This document has been screened for equality implications as required by Section 75 and Schedule 9 of the Northern Ireland Act 1998. Using the Equality Commissions screening criteria, no significant equality implications have been identified. It is therefore not subject to equality impact assessment. This document has been considered under the terms of the Human Rights Act 1998 and was deemed compatible with the European Convention Rights contained in the Act.

8.0 ALTERNATIVE FORMATS

This document can be made available on request in alternative formats, eg plain English, Braille, DAISY, audiocassette, disk and in other languages to meet the needs of those who are not fluent in English.

9.0 RECORDS MANAGEMENT

The supply of information under the Freedom of Information does not give the recipient or organisation that receives it the automatic right to re-use it in any way that would infringe copyright. This includes, for example, making multiple copies, publishing and issuing copies to the public. Permission to re-use the information must be obtained in advance from the Trust.

10.0 SOURCES OF ADVICE AND FURTHER INFORMATION

Line Managers should be contacted in the first instance, in relation to any specific queries on Policy content. Further Sources of advice and information are available on the Trust Intranet.