

# East Devon District Council

## Coaching and Mentoring Policy

### Reviewed

July 2007

### Policy Approval

### Reasons for introducing the Policy

East Devon District Council is committed to delivering excellence through having the right people, with the right skills, in the right place. Coaching and Mentoring are well documented as being key activities in relation to developing individual performance and through that, organisational performance

Our commitment to 'growing our own' and continuous improvement requires us to maximize the potential of all our employees and to do this employees need to receive feedback on their performance and support and encouragement to improve and enhance it.

Those who receive workplace coaching will often become competent more quickly than those who do not, thus improving productivity. It is also likely that they will continue to improve their own performance and begin to take responsibility for their own learning as the coaching continues. Coaching essentially adds to the learner's repertoire of skills. This has benefits for them, their team and the organisation as a whole.

### Policy Statement

This policy outlines the way in which East Devon District Council will use Coaching and Mentoring as part of its Workforce Development Strategy, to enhance staff competence, develop talent within the organisation and increase management efficiency.

### Terms Explained

- On-the-job coaching and one to one training –where a line manager or peer will train another employee in how to do a job or how to do something better
- 121 Coaching and Executive Coaching – providing support, challenge and guidance to another person in order for them to be able to improve and develop their own performance
- mentoring – acting as an experienced friend to an employee further down the organisation, offering advice, guidance, information and access to other contacts

### How will we go about it?

To support this policy we will:

- offer training to all managers in Coaching Skills
- include the 'need to coach' in our Management Charter, which outlines what we expect from our managers and what their responsibilities are
- ensure that our one to one meeting process refers to 'coaching' as part of its purpose
- set up a trained 'Mentoring Pool' drawn from senior EDDC managers

- provide access to the mentoring pool for all newly appointed middle or senior managers
- include opportunities for one to one Executive Coaching as part of our Middle and Senior Management Development Programmes
- provide one to one training and coaching to individuals via our Learning & Development team
- make links between this policy and any Succession Planning or Talent Development Strategies

## **Specific Policy Areas**

### **Coaching – How will it be implemented in East Devon?**

Coaching is already part of what we do here in East Devon and will continue to be incorporated into the workplace in the following ways:

- all managers will conduct formal one to one meetings with their staff where feedback on performance and coaching to improve is given
- coaching is a corporate competence and managers will be assessed against it in their annual Performance Excellence Review and as part of any 360 degree feedback process undertaken
- those involved in ‘one to one training’ and ‘on-the-job training’ will be expected to participate in appropriate skills development
- Managers participating in the Leadership and Experienced Managers’ Development Programmes will undertake one to one executive coaching as part of the process
- Many areas of the Council already include ‘buddying’, one to one training and ‘peer coaching’ as part of an individuals induction into their role. For example, the Customer Service Centre uses on-the-job coaching to induct and develop new advisors. This will continue.
- One to one training and coaching is likely to be the preferred training option in some areas, such as Streetscene where learning the job can be best done ‘at work’. Again, this will continue.

### **Who will receive coaching?**

Potentially everyone. It is anticipated that workplace coaching will be part of the way in which we develop people and improve performance. All employees will be involved in coaching via their one to ones with their Line Manager. Some employees may receive additional coaching via personal development programmes or as part of a performance improvement plan.

### **Mentoring – How we will implement it?**

Given the Council’s relatively small size and our significant commitment to coaching of staff, it seems unnecessary to develop a formal or widespread Mentoring Scheme.

However, mentoring will be of specific benefit to some employees in East Devon District Council. In particular, newly appointed senior managers from outside EDDC. It would also be invaluable in developing future Heads of Service or Directors, as part of our commitment to succession planning.

We will:

- Develop 'mentoring' skills in our Directors and Heads of Service (as part of the Leadership programme) and then form a 'pool' of people who would be willing to mentor newly appointed middle or senior managers.
- This list will be offered to the new member of staff and contact made with an available/suitable mentor.
- We will use the pool of mentors at a later date to provide mentoring as part of our succession planning process.

To support our mentors we will:

- Develop a short refresher workshop on the specifics of mentoring for all those who volunteer to be in the 'pool' – and offer annually as the pool changes.
- Develop a Succession Planning / Talent Development Strategy which includes the use of coaching and mentoring.

### **Why would someone go to a Mentor rather than their line manager?**

An individual's line manager may well become a personal mentor. However, a mentor will usually be able to offer information, guidance and access to people outside the individual's direct local network. They can 'open doors' and provide subjective career advice and guidance. The role of a Mentor is corporately focused, rather than locally focused and the relationship has no manager/subordinate element to it.

### **Outcomes**

This policy aims to improve the capability of our employees through supported coaching and mentoring. This can make individuals more effective, more quickly and lead to greater efficiency. The policy should also, therefore, assist with the reduction in the number of disciplinary processes being implemented where capability is an issue. The policy supports our competency framework, in particular 'Managing & Developing People', and where managers are actively participating in workplace coaching, we should see improvements in the relevant competency ratings in our Performance Excellence Reviews.

### **Who is responsible for delivery?**

Head of Organisational Development, Learning & Development Manager, Directors, Heads of Service and all Line Managers.

Whilst specific activities in this policy are the responsibility of the Head of OD and L&D Manager, the implementation of coaching via one-to-ones and performance reviews is the responsibility of individual managers across the Council.

### **Performance Monitoring**

The Organisational Development Team will monitor the effectiveness of the policy via training course evaluation, internal appointment analysis, staff surveys, Performance Excellence review statistics and disciplinary data.

### **Policy Consultation**

SMT, CMT, MMF, Unions/staff representatives

### **Policy Review**

Head of Organisational Development. April 2010

**Related Policies and Strategies**

Learning & Development Policy

Secondment Policy

Workforce Development Plan

Succession planning