



Service Policy Coaching & Mentoring Policy

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Initial	Full	Date	Reviewed by	Comments

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Related Documents

Doc. Type	Ref No.	Title	Location
Policy		Appraisals	

Distribution List

Name	Position	I/R

Sign-Off List

Name	Position

Target audience

All MFS	x	Ops Crews	Fire safety etc	Community FS etc	Support Staff etc
Principal off.		Senior off.	etc	etc	etc

Ownership

FOI exemption required?	Yes	URL
	No	Reason

Legislation

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Coaching & Mentoring Policy

1. Policy Introduction and Background

The Coaching & Mentoring policy sets out how the Service supports the development of its staff through Coaching and Mentoring activities.

As well as being a means to develop individuals, it is also a leadership style used on a day-to-day basis placing the leader in the role of enabler, ultimately to support and maximise the potential of their team. Additionally it builds upon the foundations set by the one team facilitation (colours) that aims to develop self-awareness so that everyone understands themselves better and how they impact on others.

The policy contributes significantly to key components of the People Plan - to build and embed a coaching and mentoring culture to support personal development and change, as well as a leadership style and behaviour.

It reflects the intent of our service within our leadership message by creating a culture of support, service and positivity.

The policy aims to assist individuals and teams to develop their own solutions and take responsibility for their actions.

2. Policy Explanation

What is Coaching?

Coaching focuses on individuals solving their own problems. It has at its heart a belief in people's capacity to find answers and find positive ways to move forwards to enable them to think and act independently. It often leads to new levels of understanding, insight, trust and purpose. It focuses on current performance as well as how they may perform in the future if they tap into their inner resources and capabilities.

There is considerable evidence to state that when employees make changes for themselves versus being told what to do, they are far more likely to commit to the outcome. Thus coaching helps people access what they already know by using techniques such as open questions, listening, reflection and challenge enabling them to think in a different way.

What is Mentoring?

Mentoring involves imparting knowledge, advice and guidance from a place of experience to enable individuals to become competent in their existing roles and/or future roles. Mentors will provide advice and offer direction and the relationship is usually based on someone more senior or with more experience offering this support as an experienced and trusted adviser.

Reverse mentoring is gaining momentum in organisations creating learning opportunities for both parties encouraging sharing and joint learning across generations and /or between roles.

Both coaching and mentoring have many similarities such as the interpersonal skills used to build a relationship however coaching is less directive than mentoring as well as a shorter term intervention. Both can be used formally as to support development as well as less formally as an impactful

conversation.

The titles of coachee and mentee are commonly used to describe the person in receipt of the support.

The benefits of coaching and mentoring are:

- Actively supports a learning culture where everyone in the organisation believes that learning is critical to individual and organisational success through enhanced performance.
- Develops a heightened sense of self-awareness and growth, which may make use of tools such as colours to dial up areas of potential development.
- A focus on the individuals agenda so that the goals set come from them and are owned by them demonstrating self-reliance and confident performance. This enables people to be the best version of themselves and fulfil their potential.
- An ability to deal with interferences which hamper performance such as self-doubt, fear of making mistakes, lack of confidence etc. One to one support is often the only effective solution to internal dialogue.

The Coaching & Mentoring policy aims to provide:

- A clear, open and transparent Coaching provision available for all staff.
- An open and effectively supported Mentoring programme for individuals in development or being supported with workplace performance.
- Develop a cohort of trained and qualified Coaches with support in their continuing professional development.
- Training and support for Mentors.
- Access to external Mentors and Coaches where appropriate.
- Guidance and support for staff wishing to work with a Coach or Mentor.
- A holistic approach to individual development through Service development programmes (e.g. Apprenticeships / Gateway).

3. Policy Implementation

Governance

The Workforce Planning and Organisation Development Team are responsible for the provision of coaching and mentoring with the Strategic Leadership Team (SLT) People Board providing strategic governance.

Selection of Coaches and Mentors

All Leadership development programmes will have a coaching and mentoring module, which enables Managers to utilise the skills of coaching and mentoring in their roles and with their teams. In this way Manager's view developing others and creating a learning environment as one of their major responsibilities. Managers will also use these skills to support under performance.

To become a coach, providing structured development sessions individuals should be nominated by their Line Manager typically through the appraisal process. The individual would need to demonstrate a high level of emotional intelligence and a commitment to support others.

Developing a coaching Culture

Coaching particularly is more than a method or toolkit for improving performance it should be an organisational mind-set, a way of being and relating to others in all areas of work. Coaching opportunities occur every day however, we often default to 'fixing it for others'. Coaching helps people think for themselves, arriving at solutions with skilled help. It lends itself to a different aspect of leadership, which uses a non-directive style whereby decision-making and innovation are devolved as far as possible. Although the significance of command is recognised the risk of overuse as a style can disempower those who are being commanded. Thus, a coaching style has benefits in drawing out people's potential and turning that into performance. It can be the principle upon which we interact with others.

Access to coaching and mentoring

Given that coaching and mentoring are used in organisations as a means of enabling individuals to reach their full potential in areas such as problem solving, strategic thinking, decision-making, career and personal development and change management they can be accessed via the appraisal process. An element of the appraisal conversation should outline what the individual hopes to achieve as an outcome through mentoring and/or coaching.

An individual embarking on a development programme as part of the Gateway process will automatically be given a mentor, which is usually their Line Manager. They will only be offered a coach if there are issues that would best be solved through coaching sessions such as confidence issues or behavioural change. When the need for a coach is determined, POD will supply the individual with a list of trained coaches for the individual to determine whom they would be comfortable working with. POD would make contact with that individual to check their availability. The coach would then initiate the first meeting. It is usual to plan 3 coaching sessions with the provision of a further three if needed.

The first meeting establishes the coaches/mentees agenda as well as sets out the guidelines of the relationship. It is also important that the coachee build an effective rapport with the coach during that initial meeting, as this is the key to achieving their goals. If they feel that, this has not happened they may select another coach.

Appointments to Strategic level would be assigned an external coach from a list supplied by POD.

Access is available to a coach on NFCC portal however it has to be agreed by the service lead on coaching and mentoring where there is benefit of having support from outside of the service.

Contracting

The initial coaching or mentoring meeting will seek to establish and build rapport between both parties as well as set out clear guidelines. This is referred to as the coaching or mentoring contract outlined in appendix 1. This would establish the following:

- Expectations of frequency, length, format, location of the sessions
- Objectives of what the coachee/mentee would hope to achieve as well as the requirement for them to accept responsibility for their own development and actions. It is essential that an individual wants to be coached/mentored and they see the benefits of the relationship.
- Benefit of honest communication, openness to feedback and challenge.
- The boundaries of coaching and mentoring and how it differs from other interventions such as counselling.
- Discussion on whether the coachee/mentee will discuss progress made towards their goals with their Line Manager and whether a three-way contract is required between the Line Manager, Coach/Mentor and Coachee/Mentee. This can aid transfer of learning in the workplace

particularly if the need for coaching or mentoring has come from the Line manager but agreement of the coachee/mentee is fundamental.

- Assurance that the relationship is bound by confidentiality with some exceptions:
 - Breach of any code of conduct or policy
 - A person being at risk to themselves or others
 - Illegal or unethical actions
 - Safeguarding issues
 - Where a person can be judged to have a right to know e.g. in pursuit of a disciplinary act involving the coachee or in pursuit of disciplinary action involving another employee.

Support for Coaches and Mentors

It is essential that all workplace coaches will have completed the appropriate training which is designed to enable the coach to build up their experience and skills. A two day course has been developed with the requirement to undertake a minimum of 20 hours experience through a reflective coaching log and support through further continuing professional development days. Supervision from the associate lead on Coaching and Mentoring is made available on a quarterly basis. Coaches will have the opportunity to develop their skills further with a formal level 5 qualification.

Mentor training is half a day which is either classroom or online.

Learning resources are made available to all coaches and mentors both internally or externally through NFCC coaching and mentoring portal.

Quality Assurance

A requisite element of the coaching/mentoring session is reviewing progress against the individual's goals and gaining a commitment to action. There will also be a formal evaluation process in line with the service training evaluation within the training policy.

Where mentoring is offered as part of a development programme the provision will be monitored in line with the ongoing development review process.

Appendix 1A COACHING AGREEMENT



COACHEE	
COACH	

DATE OF MEETING:	INITIAL	
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Coaching Objectives:

Outcome Measurements:

Feedback Methods:

Confidentiality & Commitment

The coaching agreement is subject to the need for discretion and confidentiality as part of the coaching relationship.

The Coach commits to: Work with the coachee to determine what they want to achieve Allow the coachee to develop their own solutions through questioning, listening, reflection and challenge	The Coachee commits to: Work with the Coach towards the achievement of goals set. Be open and honest Give feedback Open to being challenged
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Service Policy

<p>Maintain confidentiality with the exceptions being:</p> <ul style="list-style-type: none">• A breach of any code of conduct or policy• A person being at risk to themselves or others• Illegal or unethical actions• Safeguarding issues• Where a person can be judged to have right to know eg in pursuit of a disciplinary act involving the coachee <p>Be open and honest Ask for feedback Be punctual and give notice of any required cancellations. Continue to develop their practice through experience, supervision and continuing professional development.</p>	<p>Be punctual and give notice of any required cancellations.</p>
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<p>Coach (Signed)</p>	<p>Coachee (Signed)</p>
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Appendix 1B MENTORING AGREEMENT



MENTEE	
MENTOR	

DATE OF MEETING:	INITIAL	
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Mentoring Objectives:

Outcome Measurements:

Feedback Methods:

Confidentiality & Commitment

The mentoring agreement is subject to the need for discretion and confidentiality as part of the mentoring relationship.

The Mentor commits to: Work with the mentee towards the achievement of goals set Be open and honest Ask for feedback Challenge the mentee	The Mentee commits to: Work with the mentor towards the achievement of goals set. Be open and honest Give feedback Open to being challenged
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Service Policy

Be punctual and give notice of any required cancellations.

Be punctual and give notice of any required cancellations.

Mentee (Signed)

Mentor (Signed)

POLICY