West Midlands Coaching Pool

Partner Information Pack
Background

The work environment is changing for everyone; employees need to continually develop their skills and employers need a more flexible workforce. Coaching employees can play a vital part in building capacity and skills. The West Midlands Coaching Pool is a large scale, innovative and practitioner led project that is part of an ongoing drive to improve public sector performance.

Local authorities in the West Midlands acknowledged a growing need for coaching as an effective way of boosting performance within their organisations and in 2007 thirteen local authorities established the West Midlands Coaching Pool Partnership. Many of the partners identified coaching as being key in leadership development to help build synergy, team relationships and confidence among their employees, with coaching programmes now also being a requirement within organisational strategies and change programmes.

The partnership not only wanted to build internal coaching capacity; they also wanted access to external coaches. A key benefit of this cross organisational cooperation, particularly at a senior level, is to enable managers to access a coach from another partner organisation.

Objectives

Partners of the Coaching Pool programme identified 4 main objectives:

1. Provide partner organisations with regular access to high quality coaching for their employees via a shared service/cost approach
2. Raise awareness of the benefits of coaching skills through a Coaching Skills Gyms Programme
3. Strengthen and enhance a culture of learning within the public sector
4. Share learning from the Coaching Pool Partnership with colleagues regionally and nationally

Runner Up
2008 Coaching Programme of the Year

‘The judges were particularly impressed with the West Midlands Coaching Pool which has made a significant impact on the work and jobs of those involved, inspiring other organisations of the benefits of coaching.’
The Service

Seed funding from the West Midlands Regional Improvement and Efficiency Partnership allowed over 100 employees of the thirteen initial partner organisations to be trained as ILM Level 7 Executive Coaches. These individuals currently form the 100+ strong “coaching pool” and are available to be deployed to meet the needs of the partner organisations.

Managers from participating partner organisations are able to access coaches via an online matching site and select a suitable coach from a list of profiles. In the first 3 years, over 400 clients and individuals received coaching from the pool.

All trained coaches receive ongoing coach supervision to provide them with support and act as a quality assurance measure; this continues to develop their skills and ensures they are qualified to deliver effective and high quality coaching to the partner organisations. An annual coaching conference also provides coaches with an opportunity to access the latest coaching techniques and enhance and develop their skills as a coach.

In addition to providing coaching, the partnership has also delivered coaching skills training to hundreds of managers. This training equips delegates with basic coaching skills which can be used as an effective line management tool. These sessions have so far proved a great success in developing delegates, and also as a mechanism for spreading a culture of coaching throughout their organisations.

This pack gives you all the information you need to know about the coaching pool, the benefits and how to join as a partner.

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Forms

- Coach Nominations: Form A
- Nomination to Partnership Board: Form B

Appendices

- Person Specification, Role Profile, Code of Conduct: Appendix 1
1.0  Coaching Pool Partners

Whilst seed funding has enabled the development of this already highly successful shared resource, to ensure a sustainable future for the Coaching Pool as a share service requires membership subscription. The Partnership Board want to encourage the remaining 20 local authorities in the West Midlands to join the scheme and benefit from a coaching culture.

Other public sector organisations in the region such as Fire Authorities, Health Service and the Police are also welcome to participate as our ambition is to enable all public sector organisations in the West Midlands to access this shared coaching service and help embed a culture of coaching within their organisations and the public sector in general.

It is imperative that the initial investment to develop this highly successful initiative is not lost and at a time of increased financial pressures and scrutiny, this ‘shared service’ approach to organisational improvement and development offers a value for money solution.

Benefits for a subscribing partner include:

• Access to the pool of coaches to deliver coaching to their employees (coaches are able to support all managers up to a senior level). For more information go to: www.wmcouncils.gov.uk/receivingcoaching

• Opportunities to join coaching initiatives organised by the Coaching Pool; benefit from discounts available to members on coaching conferences and workshops, coaching skills for line managers, discounted training of coaches etc.

• Expert supervision for coaches to support their practice and develop and enhance their skills in accordance with quality assurance measures built into the programme (a minimum of 2 sessions per year for each coach).

• Support from the People and Leadership Development Team to help promote and develop a culture of coaching within partner organisations.

• Internal resource and capacity savings in being able to access a service that is being managed for you by the People and Leadership Team

“If you think you’re at the top and think you don’t need coaching you probably do! Coaching for me was like the icing on the cake, you think you know how to work but it opens your eyes to new possibilities.

I saw the sessions as a valuable part of my day job and gave them equal priority to other tasks. Even though the sessions take you away from the office it is exactly this that enabled me to gain clarity in seeing the way forward and I definitely think the coaching enabled me to manage the changes more quickly and effectively.”

Jane Steventon, Centre Manager (Health and Social Care), Staffordshire County Council
2.0 The People and Leadership Development Team

Initially funded through the Improvement and Efficiency West Midlands Capacity Building Fund, the People and Leadership Development Team now facilitates and manages the Coaching Pool as a shared service on behalf of the Partnership of public sector organisations.

This includes:
• Support for Partnership Board Meetings
• Organisation of training sessions and events
• Coordinating the client-coach matching process
• Providing support and advice to coaches, clients and partners
• Procurement processes and financial management
• Relationship management with service providers
• Support to improve and develop a shared coaching service; including data collation, analysis and reporting

“It has been a pleasure and enjoyable experience to be part of the Coaching Pool and to work with the People and Leadership Development Team. They provide total administrative back-up, which when related to time is an invaluable resource and they are always accessible and answer any queries or issues immediately.

The People and Leadership Development Team provide a professional, confident service keeping partners up to date on how all elements of providing the coaching pool are managed from research and design, right through to evaluation and ongoing maintenance of the project.”

Tracy Leonard, Partnership Board Representative for Warwick District Council
3.0 Joining the Partnership

To participate and benefit from involvement in the Coaching Pool requires an organisation to commit to a culture of “coaching” and meet the criteria for participating members as set out below.

New partners will be required to carry out a number of actions as part of their application; some of which require completion of forms included in this pack. These actions are detailed throughout the pack and are summarised in the table below.

The Coaching Pool team will advise new members about the application process to ensure they fully understand the commitment required by their organisation and the information they need to provide to fully participate in this shared coaching service.

**To become a Coaching Pool Partner an organisation must:**

- Obtain organisational commitment to the programme
- Agree to nominate individuals to be trained and act as pool coaches
- Pay an annual subscription fee to participate in this shared service
- Nominate a representative to join the Coaching Pool Partnership Board

New partners will also be asked to sign an ‘Agreement of Commitment to the Coaching Pool’ which will be discussed in more detail upon application.

The table below highlights the Key Actions when making an application and refers to further information provided within this pack.

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<th>Appendix</th>
<th>Required by</th>
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<td>Coach Nominations</td>
<td>Form A</td>
<td>Within 3 months of joining the Pool you must have nominated coaches</td>
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<td>Partnership Representative</td>
<td>Form B</td>
<td>On application to the Pool we will ask you to nominate a representative</td>
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For more information regarding the West Midlands Coaching Pool or support with your application to become a Partner organisation contact the People and Leadership Team:

coachingpool@wmcouncils.gov.uk or 0121 245 0156
3.1 Organisational Commitment to the Coaching Pool

Evidence has dictated that for large scale programmes to have significant impact within an organisation they require recognition from senior management to ensure that it meets with the organisation’s direction and focus. The Coaching Pool programme has greatly benefited from chief executives endorsing and supporting the work of the Pool and it is important that new partners secure lead officer buy-in from the outset.

**Partner Action**

To fully participate in the West Midlands Coaching Pool you will be asked to submit a letter of commitment, signed by senior management indicating ‘organisational commitment’.

3.2 Committing Coaches to the Coaching Pool

To ensure the Coaching Pool increases alongside partner membership and meets potential demand, subscribing partners must commit a minimum number of employees from their organisation to act as coaches within the Coaching Pool:

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<th>Minimum Commitment of Coaches</th>
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<tr>
<td>10,000-29,999</td>
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<td>2,000-9,999</td>
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<td>0-1,999</td>
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Employees can either be nominated to train to become a coach or be nominated because they are already qualified as a coach. The associated commitments, costs and requirements for both are detailed overleaf.
3.2.1 Recruitment and Selection

Partnership Board members will actively manage recruitment and selection processes, however a person specification and role profile is included for information at Appendix 1 together with a Code of Conduct within which coaches will be expected to operate.

3.2.2 Coaching Commitment to the Coaching Pool:

- Committed number of hours per coach per year 25 hours (3.5 days)
- Average time per session 2 hours
- Average travel time per session 2 hours
- Average number of sessions per coach 6 sessions
- Anticipated number of clients per coach 2 clients

(Based on an average of 3 sessions per client)

Coach Supervision and Training:

Attendance at Coaching Supervision Sessions and Continuous Professional Development activities 2 days per year

Minimum Coach Commitment per year (as above) 5.5 days
Maximum Coach Commitment per year 10 days

The People and Leadership Team will monitor coaching time, so that no individual exceeds 10 days per year. Coach time commitments will be adjusted on a pro rata basis for employees who work part time.

3.2.3 Accessing Coaching

The Coach Commitment to the Pool does not include coaching time that may be required to support internal coaching needs within their own organisation.

However, customers can access coaching from the Pool for 2 employees per annum, for every coach they have committed from their organisation to the Coaching Pool shared resource; eg a customer providing 8 coaches may access coaching for 16 employees.

3.2.4 Additional Coaching & Fees

The customer may access more coaching than their ‘allocation’ under this agreement, but it will be subject to availability and negotiation with the Board. Depending on availability and demand, the Board may need to charge an additional fee of up to £500 plus vat per individual over the customer’s allocation.
3.2.5 Training Fees

If nominated individuals are not appropriately qualified, the Partner organisation will be required to meet the cost of training their coach employees. The training fee will be £2,100 + VAT per delegate (around 1/3 below current market rates) and includes:

- Institute of Leadership and Management (ILM) registration fees
- ILM Level 7 training programme including an introduction to supervision
- Support from a tutor throughout the training period

Delegates completing training receive ILM membership and an ILM Level 7 Certificate in Leadership Mentoring and Executive Coaching.

If the organisation nominates employee coaches who already hold a recognised and appropriate coaching qualification, there will be a reduced fee of £300 + VAT to meet the cost of assessment and refresher training, to ensure a consistently high quality of coaching skills available to the Pool.

All coaches who participate in the Coaching Pool will receive supervision, support, skills development and discounts for events and resources. However, if a coach cancels a training or supervision session within 20 days of an agreed session date, the full costs will be applicable but where appropriate the customer can nominate a substitute.

**Partner Action**

You are required to submit a Coach Nomination Form listing details of each employee you nominate to be trained as a coach in the Coaching Pool [Form A]

“Having undertaken the coaching training I have been hugely impressed by the level of insight and enhanced skills that I have gained by completing the course.

Most Senior Managers probably feel that they are experienced, have a wealth of knowledge and are capable of dealing with the challenges that they face. I am no different in this sense. However, the leadership and coaching skills taught have significantly ‘opened my eyes’ to techniques, insights, models etc that have added a raft of ‘tools’ to not only enable me to coach senior managers - but also enable me to do my own job better.

Self awareness, listening skills, emotional intelligence, cognitive behaviours are but a few of the topics covered throughout the course that are enlightening, motivational and effective in a coaching environment and within my own environment.

I would (and have) highly recommended coaching to quite a number of colleagues and all who have participated have clearly evidenced the significant benefits.”

Coaching Pool Coach, Wolverhampton City Council
3.3 Annual Subscription

An annual subscription to the Coaching Pool is payable to West Midlands Councils who will administer this shared service on behalf of the Partnership. The fee covers administrative support, future development of the resource, supervision for coaches, and maintenance of the coach-client matching site.

The operational cost of providing the West Midlands Coaching Pool will be shared amongst participating organisations via the annual subscription. The Partnership Board will determine the nature and range of shared services required and will agree the annual budget and subscription rates needed to ensure that all related costs for provision of the shared service by are met.

The Partnership Board agreed the subscription rates (based on numbers of employees) effective from 1st April 2011, as set out in the table below. VAT will be applicable at the prevailing rate.

The following subscription rates are set until 31st March 2012 and new partners will be expected to sign up to that date.

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<tr>
<th>Number of employees</th>
<th>Fixed Charge (£)*</th>
<th>Variable Charge</th>
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<tr>
<td>30,000+</td>
<td>4000</td>
<td>£250 per coach in the pool</td>
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<td>10,000-29,999</td>
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<td>0-1,999</td>
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*For consortiums of organisations the fee will be agreed by the Partnership Board.*

The subscription fee covers project coordination, supervision of coaches, and maintenance of the coach-client matching site, general service/project administration including support to the Partnership Board and delivery and development of the coaching pool service.

Please note: The above subscription rates have been set until 31st March 2012; new partners will be expected to sign up to that date. Organisations who sign up mid year will pay a pro-rata fee but must commit fully in terms of coaches.
Value for Money Services

Based on the industry average at a cost of £300 per session, it would cost £4,800 for 4 managers to receive four 2 hour coaching sessions from an external coach.

Through the Coaching Pool your organisation will have access to over 100 fully qualified coaches in addition to your internal capacity, giving you scope to provide levels of coaching far beyond the value of your annual subscription.

Client Quotes

“I’ve improved the quality and quantity of work of particular members of staff via positive feedback on a regular basis and adapting my leadership style.” Birmingham City Council

“enabled me to gain clarity in seeing the way forward and I definitely think the coaching enabled me to manage the changes more quickly and effectively.” Coventry City Council

“In current change environment I’ve become more focussed, and can contribute more and better; setting an example to work colleagues.” Herefordshire PCT
3.4 Partnership Board Representation

A Partnership Board comprising representatives from subscribing partner organisations has been established to determine the nature, scope and cost of the shared service required. West Midlands Councils will facilitate the delivery of this shared service on behalf of the Partnership.

3.4.1 The Strategic Leadership and Development Group

A Strategic Leadership and Development Group comprising of representatives from subscribing partner organisations has been established to be the decision making body for the Coaching Pool. The group is made up of 8 representatives of the partnership, who are responsible for representing other partner organisations to ensure decisions are agreed in consideration of the wider partnership. The Strategic Leadership Development Group will meet quarterly and is responsible for determining the nature, scope and cost of the shared service. They will lead on the strategic direction of the programme to ensure effective use of budget, monitoring information and ongoing sustainability.

The representatives belonging to this group will be reviewed annually.

3.4.1 The Operational Project Group

An Operational Project Group which consists of coaching leads from ALL partner organisations has also been established. The group’s purpose is to agree the best practice of how decisions and developments for the pool, as agreed by the Strategic Leadership Development Group, can be implemented within their organisations. The group will have bi-monthly conference calls.

3.4.2 The Operational Project Group will be responsible for:

- disseminating information within their organisation to enable the development and promotion of the coaching pool
- promoting the pool in line with the strategy
- recruitment of appropriate candidates to receive coaching and attend training (supporting recruitment from their own and partner organisations)
- providing information requested by people and leadership team to enable effective monitoring and evaluation of the programmes
- helping to promote the programmes both within their organisation and to potential new partners
- share learning and best practice with other partners in the network.
- make informed recommendations to the Strategic Partnership Group for consideration of programme changes.

3.4.3 Role Profile for Group Members

Representation profile

- The Operational Project representative will be the individual responsible for advertising the programmes within their organisation and being the point of contact for their delegates/coaches/clients.
Duties and responsibilities

1. To promote the programmes appropriately in their organisations
2. To be aware of recruitment process and support delegates in their organisations to apply for programmes
3. To advise the people and leadership team of internal frequently asked questions to enable the team to provide appropriate support.
4. To share best practice and learning in promoting the projects.
5. To highlight any internal challenges that is affecting the promotion or access to the projects - to be highlighted to the Strategic Leadership Development Group as appropriate.
6. To support the coordination of evaluation activities and coach/delegate network meetings to share information with those who involved in the projects and to provide feedback for the Strategic Leadership Development Group

Partner Action

Please provide details of your nominated coaching representative and their substitute who will act as a member of Operational Project Group and be the key contact for your organisation in

‘Wolverhampton City Council have been part of the Coaching Pool from the beginning – we recognised the value of providing coaching, which is really able to help people perform at their best and at the same time adapt to a rapidly changing culture. Bringing together all the partners at the board meetings has enabled us to develop a service that fits the needs of a broad range of organisations. With the support of the People and Leadership Team we have been able to shape the pool to deliver real added value to our organisation. When we are all under pressure to do more for less and less money the Coaching Pool has really demonstrated it’s worth.

The Coaching Pool has been able to provide a coaching resource well beyond our budget. Wolverhampton alone has accessed the equivalent of £15,000 worth of coaching if it were paid for through an external provider and this has importantly benefited us in a number of ways:

- Those who have received coaching have been able to manage change more effectively, improve relationships with staff to increase productivity and boost confidence to make better decisions.
- Those who have trained as coaches have improved their own management style and adopted a coaching approach in their teams helping to build potential and capacity among their members.
- Through my own coaching experience I have been able to deliver further coaching skills training to selected managers to help develop a culture of coaching within Wolverhampton City Council, which is ultimately opening communication between staff and creating a more solutions focused organisation.

Lee Foley, Coaching Pool Management Board Representative, Wolverhampton City Council
Coach Nominations

Employees must be nominated to become coaches in the West Midlands Coaching Pool within 3 months of their organisation signing up to the Coaching Partnership and should be in training or coaching within 12 months.

A ‘Coach Application Form’ (available from the People and Leadership Team) should be supplied with the nominations and forms. The person specification, role profile and code of conduct provide helpful additional information see Appendix 1 - Please note all policies and procedures will be reviewed from time to time and changes may be made on agreement with members of the Partnership.

Please enter details of the employees you wish to nominate as a coach in the table below. You may nominate more than the minimum number of required coaches, but you should list individuals in preference order as training selection will be allocated in relation to demand.

Dates for coach training sessions can only be set when there are sufficient numbers of nominees for a session to be cost effective.

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West Midlands Coaching Pool

Nomination to Operational Project Group

**Partnership Representative:**

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## West Midlands Coaching Pool

### PERSON SPECIFICATION For Qualified Coaches

| Qualification and Background: | An ILM level 5 (or higher) equivalent qualification in performance or executive coaching.  
|                            | (Information about qualifications can be found at [www.qcda.gov.uk](http://www.qcda.gov.uk))  
|                            | Participants should be practicing or potential senior managers. It is preferred that participants have prior experience of middle management or within an HR domain. |
| Skills and abilities:       | **ESSENTIAL:** Capability to deliver performance or executive coaching within public sector to managers and specialist officers up to senior level.  
|                            | **Communication skills:**  
|                            | • Listening  
|                            | • Questioning  
|                            | • Feedback  
|                            | • Business development  
|                            | • Corporate knowledge and organisational development theory  
|                            | • Management/leadership knowledge |
| Other Factors:             | • Able to travel to other public sector organisations within the Coaching Pool Partnership to provide coaching.  
|                            | • Secured agreement from appropriate manager in own organisation to provide coaching as agreed within Coaching Pool requirements (managers signature required).  
|                            | • Able to undertake a minimum of 10 hours of CPD activities relevant to coaching per year.  
|                            | **Beliefs and Attitudes**  
|                            | • Belief in others  
|                            | • Demonstrates a broad understanding of how beliefs, values and attitudes affect behaviour  
|                            | • Values diversity  
|                            | • Empathy  
|                            | • Hands over to someone else when appropriate  
|                            | **Self**  
|                            | • Candidates can commit the time to coach  
|                            | • Self belief  
|                            | • Self awareness  
|                            | • Self management  
|                            | • Integrity  
|                            | • Commitment to ongoing coaching development |
# West Midlands Coaching Pool

## PERSON SPECIFICATION For Coaching Training

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<th>Experience and Background:</th>
<th>Participants should be practising or potential senior managers with a background that will enable them to benefit from the coaching programme. Most benefit will be gained if participants have prior experience of middle management or within an HR domain. (OPM: ILM Level 7, entry criteria)</th>
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| Skills and abilities: | **ESSENTIAL:**  
  • Demonstrates potential to achieve a qualification in coaching at ILM level 7.  
  • Capability to deliver performance or executive coaching within public sector to managers and specialist officers up to senior level.  

  **Communication skills:**  
  • Listening  
  • Questioning  
  • Feedback  
  • Business development  
  • Corporate knowledge and organisational development theory  
  • Management/leadership knowledge |
| Qualifications and Training: | Is prepared to undertake training for the role as required by the West Midlands Coaching Pool and complete relevant assignment work and coaching practice to gain the qualification. |
| Other Factors: | • Able to travel to other public sector organisations within the Coaching Pool Partnership to provide coaching.  
  • Secured agreement from appropriate manager in own organisation to provide coaching as agreed within Coaching Pool requirements (managers signature required).  
  • Able to undertake a minimum of 10 hours of CPD activities relevant to coaching per year.  

  **Beliefs and Attitudes**  
  • Belief in others  
  • Demonstrates a broad understanding of how beliefs, values and attitudes affect behaviour  
  • Values diversity  
  • Empathy  
  • Hands over to someone else when appropriate  

  **Self**  
  • Candidates can commit the time to coach  
  • Self belief  
  • Self awareness  
  • Self management  
  • Integrity  
  • Commitment to ongoing coaching development |
The West Midlands Coaching Pool expects all its members to maintain a high standard of coaching practice.

All members of the Coaching Pool have a duty to provide high quality, ethical coaching to clients in receipt of our services. To ensure that our high standards are maintained, all members are required to follow the following code of conduct, which has been adapted to meet our needs, from the Association for Coaching code of ethics.

1. The Regional Projects Team will coordinate all external Coaching Pool placements. Coaches are required to keep the Project Team informed of the frequency of all coaching work and to complete feedback and evaluation forms as required. This is to monitor the progress of the Coaching Pool and aid the future development of Coaching within the public sector.

2. Where a Coach is approached by a client to coach them, the Regional Projects Team must be informed.

3. Members of the Regional Coaching Pool are not allowed to coach, to generate individual income.

4. Coaches are required to recognise both personal and professional limitations:

   Personal – with respect to maintaining their own good health and fitness to practice. Should this not be the case, coaches are required to inform the Regional Projects Team who will ensure they are not given any coaching clients, until such time, they are fit to practice. If a coach is currently coaching, their client will be offered an alternative coach.

   Professional – with respect to whether their experience is appropriate to meet the client’s requirements. When this is not the case, clients should be referred to other appropriate services, e.g. counsellors, psychotherapists and other specialist services. The Coach has a duty to seek advice from and inform the Regional Projects Team of any action taken (without the need to disclose specific information). In particular, coaches are required to be sensitive to the possibility that some clients will require more psychological support than is normally available within the coaching remit. In these cases, referral should be made to an appropriate source of care, e.g. the clients GP, a counsellor or psychotherapist, psychological support services/agencies. The Regional Projects Team will provide a list of potential support services to the coach upon request.

5. Coaches are responsible for ensuring that clients are fully informed of the coaching contract, terms and conditions and any evaluation processes, prior to or at the initial session. It is important for the coach to ensure that the client is aware of matters including confidentiality and frequency of sessions

6. Coaches are required to be frank and willing to respond to their client’s requests for information about the methods, techniques and ways in which the coaching process will be conducted. This should be done both prior to the contract agreement and during the full term of the contract (as per point 2).
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<td><strong>7.</strong> Coaches must be sensitive to issues of culture, religion, gender and race. If Coaches require additional information about different cultures or religion, the Regional Projects Team will endeavor to support coaches by researching and providing this information upon request.</td>
<td><strong>14.</strong> Coaches are required to consider the impact of any dual relationships they may hold with regard to their clients and/or any sponsoring organisations.</td>
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<td><strong>8.</strong> Coaches must respect the clients right to terminate the coaching at any point during the coaching process.</td>
<td><strong>15.</strong> Coaches must not engage in any media or publicity concerning the Coaching Pool, without authorisation from the Regional Projects Team.</td>
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<td><strong>9.</strong> Coaches are required to maintain appropriate records of their work with clients, ensuring any such records are accurate and that these are kept securely by the coach. Attention must be given to the client’s right under any current legislation (e.g. data protection act). In addition records should be kept securely and for no more than 2 years.</td>
<td><strong>16.</strong> Coaches must adhere to the Coaching Pool complaint policy and follow the procedure outlined within this, should a complaint be made against them.</td>
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<td><strong>10.</strong> Coaches are required to work with the Regional Projects Team to monitor the quality of their work and seek feedback from client’s.</td>
<td><strong>17.</strong> Coaches must act in a manner that does not bring the coaching profession or the Regional Coaching Pool into disrepute.</td>
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<td><strong>11.</strong> Coaches are required to receive regular supervision.</td>
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<td><strong>12.</strong> Coaches are required to keep themselves informed of any statutory or legal requirements that may affect their work.</td>
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<td><strong>13.</strong> Coaches are required to ensure that they are covered by their organisation’s Professional Liability Insurance. (It is important to note that if a coach acts outside of the Coaching Pool, and contravenes point 3, they will not be covered by their organisation’s Professional Liability Insurance).</td>
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ROLE PROFILE

Job Role: West Midlands Coaching Pool Coach

Main Purpose: To act as a coach for clients in partner organisations, as deployed within the West Midlands Coaching Pool.

Main Responsibilities/Accountabilities:
The jobholder will be expected to complete the following responsibilities/accountabilities effectively:
- Act as a coach on behalf of the West Midlands Coaching Pool – providing 25 hours p.a. (This minimum time includes preparation work, travel time and any follow up activities)
- Act as a coach in accordance with the Code of Conduct
- Maintain an agreed level of confidentiality with clients
- Receive supervision for coaching activity
- Provide feedback to the Coaching Pool Management Board as requested

Job Activities:
- Provide coaching to employees in West Midlands Coaching Pool organisations, as deployed by the West Midlands Coaching Pool
- Receive agreed level of coaching supervision
- Provide feedback and be involved in evaluation of coaching activity for the Coaching Pool Management Board
- Undertake a minimum of 10 hours of coaching related CPD annually
- Operate within the code of conduct
- Ensure that the expectations of the client are understood as well as how those expectations are to be met
- Seek to create an environment in which client and coach are focused on and have the opportunity for learning
- Advise client when appropriate to seek support elsewhere, e.g. counseling
- Maintain throughout the level of confidentiality which is appropriate and is agreed at the start of the relationship. Only disclose information where explicitly agreed with the client and sponsor (where one exists), unless the coach believes that there is convincing evidence of serious danger to the client or others if the information is withheld
- Understand that professional responsibilities continue beyond the termination of any coach/mentoring relationship. These include the following:
  - Maintenance of agreed confidentiality of all information relating to clients and sponsors
  - Avoidance of any exploitation of the former relationship
  - Provision of any follow-up which has been agreed to safe and secure maintenance of all related records and data
  - Work outside Coaching Pool partnership as and when requested
Where do I get more information?

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