

University of St Andrews workplace coaching policy

1. Introduction

This policy sets out a framework for the provision of a workplace staff coaching programme at the University of St Andrews, and the principles which underpin the provision of this service.

2. Background

The service was developed and is currently delivered through a partnership between the University of Aberdeen and the University of St Andrews. A pool of workplace coaches were recruited and trained via a joint programme delivered by both Universities. These coaches, qualified to a minimum ILM Level 3 in Coaching, jointly deliver the coaching service for both universities.

The service is managed for the University of St Andrews by the Centre for Academic, Professional and Organisational Development (CAPOD).

3. Defining coaching

Coaching is about maximising potential, opening up possibilities and increasing personal choice. It is a process of growth and personal learning that facilitates self-awareness. It is about solutions, not problems, and is focussed on moving a client (or 'coachee') from where they are, to where they want to be and helping them find the inner resources necessary to get there.

Coaching is a confidential and voluntary process that enables individuals to manage workplace issues in a more constructive and confident manner. Our coaches work with coachees on a one-to-one basis to help them address specific work-related challenges around people, projects, or issues relating to career development. The coach aims to promote independence in the coachee - as they learn and work through their own issues, applying their own solutions.

4. Access to the coaching service

This service is available to all staff at both participating Universities, and is subject to the availability of the coaches within the Universities of Aberdeen and St Andrews Coaching Partnership. Access to coaching can be through self-referral, or through the referral of a line manager or Human Resources. Regardless of referral route, the request for access to coaching is made by completing the online coaching support request form at the hyperlink below:

<https://www.st-andrews.ac.uk/capod/staff/coachingandmentoring/coaching/>

(Under '*Request Coaching Support*')

Once the request for coaching has been made, the coaching partnership team will match that application with a suitable and available coach, based on any stated preferences, as quickly as possible. When an offer of coaching is made, this can be accepted or declined. If the offer is declined, the coaching team will make every effort to match the applicant with another coach from our coaching pool. Once an offer of coaching has been made and accepted, the coachee is requested to make first contact with the coach to initiate the partnership.

5. Coaching programme details

Coaching programmes normally consist of 4 to 6 meetings on a monthly basis, with each meeting normally lasting between 60 and 90 minutes. The first meeting is used to discuss the coaching process, and to clarify the areas that the coaching programme might focus on. The coach and coachee then agree the timing and frequency of subsequent meetings, and the desired outcomes

for the coaching partnership are drawn up and agreed via a Coaching Contract. This Contract outlines the responsibilities of the coach and the coachee, within the coaching programme.

The coaching team retains the records for each coaching programme, such as the original request, details of the coaching pair, key dates and so on (but not the coaching contract which is between the coach and coachee). The retained data will remain strictly confidential and will not be used for any other purpose. The content of the coaching programme will remain confidential between the coach and coachee, and all coaches will ensure the safe keeping of any records of their coaching activity. At the end of a coaching programme, the coachee will be invited to participate in a post-programme evaluation process, which is voluntary and remains anonymous, or can be shared with the coach on the expressed wish of the coachee.

While there is no formal mechanism to receive feedback from our coaches, they are always welcome to offer feedback and suggestions for improving our service directly to the St Andrews coaching coordinator via coaching@st-andrews.ac.uk.

6. Coaching standards and supervision

Each coach on the coaching register of both Universities will meet the following requirements:

- Trained to the minimum standard of ILM Level 3 Coaching (Award) or equivalent, with a recognised training provider
- Received approval from their line manager to participate in the Coaching Partnership
- Participates in peer supervision and continuing professional development (CPD) events organised by the respective Universities
- Will undertake a competency-based interview at application stage, and following training will be observed by at least one current coach on the register, before being formally approved for enrolment onto the register. The scheme managers have the discretion to waive the requirement for an observed coaching session dependant on the coach's level of qualification and experience.
- Once trained or approved to join the register, each coach will commit to abide by the ethical code of conduct expected of all qualified coaches – including the upholding of confidentiality of coachees, and the appropriate safe keeping of any records related to their coaching activity.
- Coaches will be expected to update and complete a coaching log at the end of every coaching partnership, and data for this log will be collated centrally by the coaching team.

7. Personal data and privacy

The Universities of Aberdeen and St Andrews coaching partnerships:

- will ask for the minimum personal information required in order to be able to effectively manage any coaching support request
- will not use any personal data provided for any other purpose
- will not share any personal data outside the coaching team
- will store and process personal data in compliance with the terms of the relevant legislation, regulations and institutional privacy policies
- will remove personal data from its systems and records on request

Prepared by:
St Andrews coaching team
15 September 2018