

NHS England

**External Coaching
Framework**

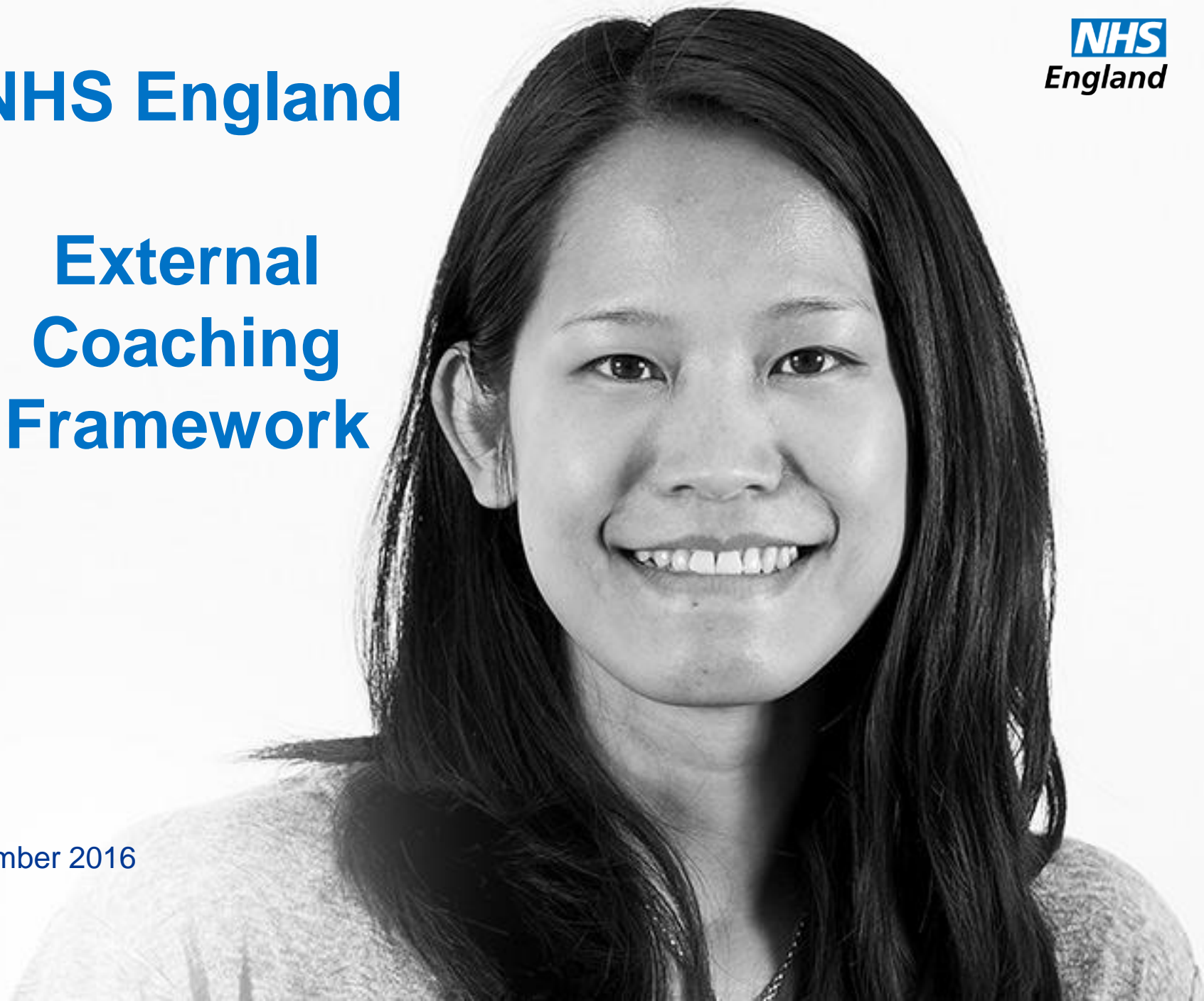
November 2016



NHS England

External Coaching Framework

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Purpose

- Who the service is for
- Our internal process for accessing a coach
- Key relationships and expectations



Who the service is for

- It is anticipated that coaching may be accessed by those who are on Bands 8c and above in NHS England.
- In exceptions, employees below Band 8c can access coaching though this will be more unusual.
- It is likely that coachees may be facing the following challenges, although this is not an exhaustive list:

Who the service is for

- Supporting employees to make the transition to a bigger role, new teams or new ways of working;
- Ensuring employees are exploring the future and have the capacity to innovate and respond to change.
- Supporting Directors with business critical issues
- Supporting individuals in business critical roles, for example, those with a low talent pool
- Supporting employees from a diverse background who have been identified as demonstrating talent in their role
- Access to team/performance coaching which may be highly sensitive in nature
- Team development to support dysfunctional teams

Accessing a coach

- Coachees will be able to review both the internal and external coaching framework via the intranet.
- Coachees will be able to appraise key information about each coach before accessing full profiles.
- Coachees will be encouraged to shortlist a maximum of two coaches for a chemistry conversation and will then be able to contact coaches directly using email addresses provided within profiles
- Once coaches are shortlisted the coachee should follow the process outlined in the next slide

Process for accessing a coach

Principles:

- Each coachee is entitled to either 3 x 2 hours or 4 x 1 ½ hours of coaching.
- NHS England will share profiles with coachees
- Coachees will contact coaches for a chemistry conversation using contact details supplied
- Once agreement is reached to work together the coachee and coach need to agree dates for coaching as above
- The coachee then needs to raise a po and include this within their application to capita – using the guidance provided on the intranet.
- Capita will then contact the coach to confirm arrangements and at this point the coaching can commence.

Process for accessing a coach cont...

Principles:

- Arrangements for coaching must be agreed and support the coachee in their learning, therefore if the coachees preference is for face to face this must be supported. If acceptable, the coaching may be conducted via skype or telephone coaching
- Capita will provide the coachee with an evaluation which will need to be completed and returned to NHS England's Head of Coaching at the end of the relationship.
- Further sessions (beyond that identified above) must be negotiated and agreed organisationally before commencing and a new application form submitted to capita

Team Coaching

Occasionally, where a team requires additional support to aid development, team coaching may be offered. In this situation, the team leader will work with the Head of People and Organisational Development to identify and contract with a coach.

Each team will be required to fund this development from local budget and access must be agreed by the team's senior leader. As with executive coaching, team coaching will be limited but this must be discussed with the coach before applications are submitted.

Use of Psychometrics

- NHS England appreciates the benefits and support that psychometric tools can provide within coaching.
- If your coach wishes to access psychometric assessment as part of their coaching please ask them to speak to their Head of People and Development as NHS England may already have credits for that particular tool
- If there are no credits, then the coachee must agree with their line manager the extra funding required and submit a further PO for the said amount to capita before the psychometric tool is accessed
- Any information regarding the psychometric assessment will belong to the coachee and must be shared with them

Key Relationships

- Coachee
- NHS England Head of Coaching and Coaching Support Team
- Heads of People and Organisational Development
- Capita Ltd
- Line Managers

Contact Details:

Karen Gallagher, Head of Coaching:

- Karen_gallagher@nhs.net 07901 514861

Melanie Lloyd, Head of Mentoring

- Melanie.Lloyd@nhs.net 07900715226

Emma Marshall, Talent and Leadership Advisor:

- Emma.Marshall26@nhs.net T: 011382 49361 M: 07876 869426

Cancellation and Complaints

- Cancellation terms are applicable to any session that the Coachee cancels
- If a complaint is to be made and any sessions cancelled, inform Capita via email outlining the nature of the complaint and how many hours have been terminated. This will be investigated in line with Capita's complaint SLA'S
- Once the complaint has been resolved and an outcome reached Capita will credit any money owing back to NHS England
- If a Coach cancels a session, there will be no charge to NHS England.
- If individuals want to access further sessions they must gain prior approval using the process outlined before agreeing with the coach

Contact Details

Heads of People & OD

- Roxanne Ransome, Head of People and OD (South)
roxanne.ransome@nhs.net
- Karen Gallagher, Head of People and OD (North)
karen_gallagher@nhs.net
- Melanie Lloyd, Head of People and OD (Midlands and East)
melanie.lloyd@nhs.net
- Martha Roberts, Head of OD and Engagement
martha.roberts@nhs.net
- Carl Johnson, Head of Talent carljohnson@nhs.net
- Zoe Birch, Head of Learning and Development
zbirch@nhs.net

Next Steps

- External coaching framework will be shared on NHS England's intranet
- Further information about NHS England is available <https://www.england.nhs.uk/>

NHS England regions

