

Coaching Program

One way the city is supporting supervisors in their transition to a performance management approach focused on employee development is by providing professional coaching. The Human Resources Department has contracted with organizations that specialize in professional coaching and is making this service available to city departments.

How will supervisors be selected to participate?

The first year's budget for this program will allow each department to select a certain number of supervisors to receive coaching, based on the size of the department. Since professional, one-on-one supervisor coaching represents a significant investment of city resources, department heads are encouraged to consider the following criteria when discussing the opportunity for coaching with a particular supervisor:

- Supervisors with larger numbers of direct reports.
- Supervisors being considered for future promotional opportunities.
- Supervisors who are new to their roles or new to the city.

Who is not eligible for the program?

This benefit is not intended for:

- Supervisors who don't wish to participate. The program is voluntary.
- Employees who are not meeting minimum performance standards
- Supervisors interested in developing other professional skills (this coaching program is focused on helping supervisors improve their performance management and employee engagement skills)

What exactly will the coaches do?

Coaches will work with supervisors to create individual plans geared toward their needs and priorities. Typically, coaches will meet with supervisors by phone or videoconference once or twice a month to discuss strategies and skills, check progress on the plan and provide guidance.

How long will the professional coaching assignment last?

Each supervisor participating in the program will have up to 24 hours of coaching support. Coaches usually will spend two hours a month for a year working with supervisors, but this schedule can be modified based on specific goals.

How will supervisors and coaches be matched?

Supervisors who elect to participate in the program will have an opportunity to review the coaches' bios to learn about their styles, training, experience and specialties. Supervisors are encouraged to interview prospective coaches by phone to find the best fit. Once a coach is selected, supervisors can begin working with their coaches right away.

What role will department heads and supervisors have in shaping coaching assignments?

The code of ethics for professional coaches requires a candid discussion about confidentiality at the start of any coaching relationship. The coach and employee being coached will decide the parameters of information sharing. Coaches will typically interview a department head and the person who supervises the employees being coached to gain insight into goals, priorities, roles and other background. Department heads and supervisors are always welcome to provide input and feedback to coaches throughout the process, however coaches will not share information unless the employees being coached have given permission.

Who pays?

Employees receiving coaching will review the invoice for accuracy and forward to Human Resources for payment.

Can departments exceed the number of coaching assignments they've been allotted?

Maybe. After all departments have been given an opportunity to assign coaches, additional slots could become available. Depending on the availability of funding for this program, you may be required to pay for additional slots out of your own department budget. If you are interested in providing this opportunity to additional supervisors in your department, please contact Human Resources Director Julie Clark.

Is the program available to department heads too?

Absolutely. In fact, department heads are encouraged to take advantage of this benefit. Doing so will not only help improve your own skills, but will set the tone that professional coaching is something that benefits all effective managers.

What's next?

HR will let Department Heads know how many coaching assignments are allocated to their department. After Department Heads offer the coaching opportunity and supervisors agree to participate, supervisors can follow the steps in the Coaching Program Quick Start Guide to begin coaching.