

On the job training:

1. Either –
 - a. Meet with your line manager or other relevant person to thoroughly understand your organisation's approach to coaching and mentoring, if possible attend a formal coaching session or observe a mentoring relationship.

OR

If you are already familiar with its approach, evaluate whether or not your organisation's approach needs a review, based on your reading of current trends.

(600 words approximately). Use academic references to support your points.

I currently work in a stand-alone HR role managing around 120 agency employees at a large manufacturing organisation. This organisation has around 800 permanent employees on the site, and the additional 120 agency workers are varied in the roles they are assigned to, with around half in manufacturing, production and warehouse, and the other half in administration, engineering, IT. Some of the agency employees are long standing with over 15 years' service, with others being relatively new to the roles. The site is a chemical plant and a tier 1 COMAH site, so can be an extremely dangerous environment, therefore training and adherence to health and safety and standard operating procedures is a high priority.

Unfortunately, there currently is very little coaching or mentoring in place for the 120 agency workers, focus has been on training in the past. With the agency workers being used for long term roles, and some being made permanent as and when positions come up this does need to change, with coaching and mentoring being implemented. Both coaching and mentoring can help the employees improve their performance, productivity and can shorten the learning curve (Zeus & Skiffington, 2000) I have observed a small amount of coaching, where agency employees who are training in the production area are paired with a long-standing permanent employees who coaches them in how best to operate machinery to gain best output, however this was more telling the employee what to do, and evaluating whether they were completing the tasks as shown whereby Landsberg (2015) believes coaching should be asking instead of telling and the person feeling coached rather than evaluated. A small amount of mentoring is also involved when the agency worker initially starts, they are buddied up with an experienced employee to provide guidance and support and shadow them working. This ensures that the employee has someone to talk to and can be signposted to the canteen, toilets and other facilities, If the new employee has had a positive early experience, they are more likely to feel comfortable in their new role, maintain a confident attitude, and stay with the company for a longer period of time. (Cooper and Wright, 2014)

Based on my reading of current trends, there are many benefits to coaches, coaches, mentors, mentees and organisations and an implementation of coaching and mentoring for these agency workers would be highly beneficial. Coaching and mentoring can be effective approaches to developing employees. Many employers

use these one-to-one conversations to enhance the skills, knowledge and performance of their people around specific skills and goals. (CIPD,2020) Both coaching and mentoring can facilitate the exploration of needs, motivations, desires, skills and thought process to assist individuals in making real long-lasting change by supporting in setting appropriate goals and methods of assessing these. (Landsberg, 2015)

2. Examine the learning and development policy and any policies directly relating to coaching and or mentoring and make some notes as to whether you think the content meets the best practice requirements you have studied in class and within your literature research

(250 words approximately). Use academic references to support your points.

Unfortunately, whilst the agency workers have a set and structured training plan, there are no policies in place for coaching and mentoring. I did arrange a meeting with the learning and development department of the organisation my 120 employees and I work at to try and find out why this was, and we discussed some barriers which were:

- The culture of the organisation – the feeling that permanent employees were superior to agency workers and therefore worthy of coaching and mentoring.
- Lack of time and resources. The agency workers are there to 'plug the gap' and ensure manufacturing orders are met, and therefore there is no time to invest in their coaching or mentoring.
- Not seen as a priority for the business – as above, the priority is getting the orders out. (Free management ebooks.com)

We discussed how we could overcome these barriers, and that 71% of Fortune 500 companies have coaching and mentoring programs for their employees. Not only is it widely implemented, but the benefits of mentoring make it a solid and worthwhile investment. (Insala,2019) Coaching and mentoring programs can also increase sales, enhance performance and sustain growth within organisations (Eckstrom & Wirth, 2019)

3. Discuss your development needs with your line manager as a result of the above activities, using the CIPD Profession Map as a basis for your discussion. Consider whether or not your skills in this area require improvement (for example delivering training on the topic/coaching line managers). Summarise your discussion (250 words approximately).

Based on the above review, I strongly believe that a coaching and mentoring program needs to be implemented for the agency employees I manage, and to do this well my skills in the area need improving. When looking at the CIPD new profession map (2018) specialist knowledge training and development, I need to

develop my skills from the foundation to the associate level. I need to be able to coach line managers on the topic of coaching and mentoring. My manager has recommended I set up a coaching session with our organisations learning and development team, so that they can provide me with the knowledge to be able to do this. We also agreed that I would read the CIPDs factsheet on Professionalising learning and development (2019). Listen to the CIPD (2017) Podcast: Coaching: It's a culture thing, and the factsheet on coaching and mentoring. (CIPD,2020)

References

CIPD (2017) *Coaching Culture [Podcast]* London: Chartered Institute of Personnel and Development.

CIPD (2019) *Professionalising Learning and Development* . London: Chartered Institute of Personnel and Development.

CIPD (2020) *Coaching and Mentoring Factsheet*. London: Chartered Institute of Personnel and Development.

Cooper, J. & Wight, J. (2014). *Implementing a buddy system in the workplace*. Paper presented at PMI® Global Congress 2014—North America, Phoenix, AZ. Newtown Square, PA: Project Management Institute.

Eckstrom & Wirth (2019) *The Coaching Effect: What great leaders do to increase sales, enhance performance and sustain growth*. Greenleaf Book Group LLC

Free Management books. Organizational barriers to coaching. Accessed 07/05/2021 via <http://www.free-management-ebooks.com/fagch/models-12.htm>

Insala (2019) Overcoming barriers to Mentoring: www.insala.com Available via: <https://www.insala.com/blog/how-to-overcome-barriers-to-mentoring>

Landsberg M (2015) *The Tao of coaching to boost your effectiveness at work by developing those around you*. London: Profile Books.

Zeus & Skiffington (2000) *The complete guide to coaching at work*. Australia: McGraw-Hill Education