Qualification: CIPD Diploma in applied Human Resources

Module Name: Contributing to Coaching and Mentoring in an organisation

Word Count: 3123

Student Name: Sarah Chislett

Student Number: 1810559

CIPD Membership Number 42778293

By signing below, I confirm that the work/ebidence presented in my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed S.Chislett

Date 08/03/2020

CIPD Candidate evidence matrix (EXAMPLE) (CEM1)

Candidate name: Sarah Chislett				CIPD Membership/registration No.: 42778293		
Qualification title: CIPD				Unique Learner No. (ULN): 1810559		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ADCM	Contributing to Coaching and mentoring	1	Webhelp Performance Management Policy	LO1		
5ADCM	Contributing to Coaching and mentoring	2	Overview of PACT	LO1		
5ADCM	Contributing to Coaching and mentoring	3	Team Manager Coaching sheet	LO1		
5ADCM	Contributing to Coaching and mentoring	4	Coaching Feedback form	LO1		
5ADCM	Contributing to Coaching and mentoring	5	Quality Team coaching form	LO1		
5ADCM	Contributing to Coaching and mentoring	6	SPA to PAS mentoring	LO1		
5ADCM	Contributing to Coaching and mentoring	7	LEAD programme	LO2		
5ADCM	Contributing to Coaching and mentoring	8	Notes from employee voice	LO2		
5ADCM	Contributing to Coaching and mentoring	9	Coaching Conversation example	LO2		
5ADCM	Contributing to Coaching and mentoring	10	Coaching Conversation example	LO2		

5ADCM	Contributing to Coaching and mentoring	11	Coaching Conversation example	LO2		
5ADCM	Contributing to Coaching and mentoring	12	Franklin Covey 4DX	LO2		
5ADCM	Contributing to Coaching and mentoring	13	Mental Health Certificate	LO2		
5ADCM	Contributing to Coaching and mentoring	14	Claire Williams Witness testimony	LO2		
5ADCM	Contributing to Coaching and mentoring	15	Change to job role	LO2		
5ADCM	Contributing to Coaching and mentoring	16	Griffiths overview	LO2		
5ADCM	Contributing to Coaching and mentoring	17	Sarah Chislett HR Advisor	LO2		
5ADCM	Contributing to Coaching and mentoring	18	Alice Riley HR Graduate	LO2		
5ADCM	Contributing to Coaching and mentoring	19	Employee development programme	LO2		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:	**S.Chislett**	**Date:**	**08/03/2020**

CIPD

Appendices

Appendix 1 – Webhelp Performance Management policy

Appendix 2 – Overview of PACT

Appendix 3 – Team Manager coaching sheet

Appendix 4 – Coaching feedback form

Appendix 5 – Quality team coaching form for a Team manager

Appendix 6 – SPA to PAS mentoring

Appendix 7 – LEAD programme

Appendix 8 – Notes from an employee voice drop in session

Appendix 9 - Coaching conversation example

Appendix 10 – Coaching conversation example

Appendix 11 – Coaching conversation example

Appendix 12 – Franklin Cover 4DX

Appendix 13 – Mental Health Certificate

Appendix 14 – Claire Williams Witness testimony

Appendix 15 – Change to job role

Appendix 16 – Griffiths overview

Appendix 17 – Sarah Chislett HR Advisor Griffiths

Appendix 18 – Alice Riney HR Graduate

Appendix 19 – Employee development programme

Coaching and Mentoring at Webhelp

When considering coaching and Mentoring within Webhelp I reviewed the performance management policy to see if we had anything documented to understand how we can support our individuals whilst at work, the policy states that Contact Centre Associates will have regular coaching session (Appendix 1) but for other members of staff their performance would be reviewed differently. When reflecting about the support given to other employees, I instantly referred to the Coaching and Upskill training we produced and implemented into our organisation. This was known as PACT training which stood for people advisory coaching and training.(Appendix 2) We used this material as part of our organisational upskill for team leaders and above, ensuring that we followed this material to coach our leaders around different areas of the business such as absence, conduct and capability, performance management and many more. This procedure was used across all sites for our leaders, whilst reflecting on this process it was very much a training exercise to share knowledge from one individual to another in a structured environment giving a great opportunity to share, ask questions and learn in a safe environment.

We also have a quality team and within the quality team we have coaches who again work with our team leaders on a day to day basis. The process of these coaching sessions looks into all aspects of the employee's journey ensuring that their homelife/WorkLife and wellbeing is effective this builds into employee engagement ensuring that an employee feels supported and looked after during their 121 coaching sessions (Appendix 3). Observing their coaching abilities with their team and providing them with feedback to ensure that they can produce good quality support for the teams they manage. There is opportunity for the team manager to prepare their coaching session, the use of SMART objectives is used (Appendix 4) with their teams and then an opportunity for the team manager (Appendix 5) to receive coaching off the internal to coach to see how they could have improved their coaching session. These sessions are completed using a fair and consistent approach to ensure each team leader is getting the same opportunity as others. The use of the GROW model is used for these coaching sessions Mindtools.com. (2020).

We also offer a SPA (SENIOR PEOPLE ADVISOR) to PAS (PEOPLE ADVISORY SERVICE) mentoring programme (Appendix 6) which is where we have designated time set up weekly to discuss how we can develop people internally CIPD (2019). This maybe through building confidence or gaining knowledge within a specialist subject. When I did this, I was a SPA and I mentored Aileen who was a member of PAS. Aileen worked in Falkirk and I worked in Cardiff, so it meant that all our mentoring sessions was completed via skype and we held these sessions weekly for 6 months before Aileen went onto Maternity leave. I was given Aileen as a mentored as she came to Cardiff once for a roadshow and said that after she left, she had felt a buzz on site and wanted to learn from me to be able to conduct herself using my style. This was a huge boost to hear for me as a mentor being told by someone who came to your place of work for a short period of time could see the impact you have on people was a huge compliment.

Whilst there are a few options of coaching and mentoring within Webhelp I feel as though there are options to improve the way coaching especially is done and allow the process of SPA to PAS mentoring be implemented in more leadership roles across site. The success of PACT training has been instrumental in allowing our leaders to gain confidence and share knowledge with them to help them improve their ability within their day to day jobs. We don't however use this training with all levels of leaders, so we ensure that we give our team leaders this training and we complete refresher training with them every two years however we have Senior Operations Managers and Head of Operations manager who feel as though they don't have the time or there is no desire to go through the refresher sessions. I feel as though this is a huge barrier as when it comes to them giving coaching advise to our team leaders the information, they are giving could be very outdated and wouldn't allow us to be effective in implementing the best processes. This is a quick win, but it would involve us working with stakeholders to see the benefits of attending these sessions but also the buy in to roll the process out across all sites so we remain consistent.

The Mentoring session that was implemented through the People advisory team has been a great initiative within Webhelp, as I said for me it was a huge confidence boost but also the growth from Aileen within six months was amazing. We worked along the basis of reverse mentoring as whilst I had more experience within my role and as a HR professional, Aileen has worked with the organisation for nearly 8 years she had a great insight into how we could implement different methods and some previous barriers she had come across. This link well with our mentoring sessions and this was a great form of peer mentoring Forbes states that when it comes to building networks we often overlook our peers, this was one of the biggest reasons that we set up the SPA to PAS mentoring to improve the capability within our team (Hoey, 2018).

Culturally with Webhelp there has been people with a keen desire to learn and develop within the organisation but the lack of process and options for people to get on has been a constant barrier. There was a programme launched around a year ago called the lead programme (Appendix 7) which we asked agents who would like to learn more about our organisation to attend a block of session with leaders from different areas of the business to learn more about their day to day role and if there was any areas they would like to progress into. We held sessions on HR, Recruitment, Compliance, Training, Planning and Quality. These sessions were well responded too, and we saw candidates progress into different areas of the business off the back of this. This was a really fresh innovative way to think about employee engagement and build a positive development process into our day to day work through coaching (CIPD, 2019)

The downside to the lead programme was the lack of availability, for an organisation that had nearly 1000 employees this session only had 16 spaces and was run only twice a year meaning that the opportunity to coach and develop people internally was only for 32 people. How could we share this great initiative and be able to coach, develop and engage our employees on a larger scale? Completing this more frequently would be of no additional cost to Webhelp as the sources are already internal, it would just mean working with planning to ensure we schedule the offline time for the agents.

The project only runs for a maximum of 12 weeks which means there is an opportunity to run this course 4 times per year this would double the amount of opportunities within Webhelp to develop. We could also look at making the group sessions larger, whilst trying to engage 16 people on a topic that the don't have much knowledge in maybe a struggle, if the selection process for people wanting to develop was managed correctly the behaviours of the people would be positive as they would be the people advocating the coaching and development opportunities.

Within Webhelp there is a learning and development structure who manage all upskill training, these sessions are classroom based and include screen assessment and coaching from a trained expert in different client models. These sessions support all employees however the output for each individual would differ depending on their preferred learning styles and the training styles of the trainer. David Clutterbuck has a four basic styles of helping which allows coaches and mentors to implement support depending upon the coachee, which is key to understand how directive you need to be as a coach, to use this would be a great starting point for any coach, mentor or trainer (Clutterbuck, 1991).

For these sessions to be improved I feel as though there could be VARK assessment completed during an employee's induction this will allow us to be able to understand how each individual learns and then we can look to adapt our training styles to ensure the regular training and coaching upskill sessions that an employee gets its actually a benefit (VARK - A Guide to Learning Preferences, 2020). We could also consider completing an employee survey to understand how they currently feel about our coaching sessions and if they feel there is improvements to be made, this again would also improve our employee engagement as it would improve employee voice and make an employee feel as though they have a say in what goes on within an organisation (CIPD, 2019)

One thing I would like to see implemented into Webhelp's Lead or future coaching and mentoring programme would be the use of a coaching contract, coaching contracts set the rule and tone for the whole programme and allows the coach and coachee to be bought into the programme setting boundaries and responsibilities for each individual (Barber, 2015). As we are a large organisation, we

could ask the policy team to right this contract for us so it would be of no additional cost to Webhelp. With the support of a structured approach to who can share knowledge, a coaching contract and more availability within lead I feel as though Webhelp could procedure a great coaching and mentoring coaching culture. Julie Starr (2016) states that If we acknowledge that we are responsible for something it allows us to have the power to influence it and this behaviour is what we should be aimming for with our coaching and mentoring programme.

Performance Management Policy (UK, India & South Africa)

Document Control			
Document Revisions	Version (V)	Revision Date	Revisions By
Performance Management Policy	V1	13.07.2011	
Performance Management Policy review	V2	26.11.2013	Melanie Buckley
Policy Review and restyle	V7	01.04.2014	Luke Kinsella
Version Control Register	V7.1	05.11.2014	Lorraine Shaw
Performance Management Policy (UK, India & South Africa)	V8	10.08.2015	Lynn Smith
Small amendment to suit South Africa	V8.1	12.02.2016	Shona Smith
Additions to update	V8.2	19.11.2017	Bryony Alexander
Annual Refresh	V8.3	13.09.2019	Bryony Alexander

Introduction

In line with our values, this policy has been developed to demonstrate our ***commitment, unity*** and ***integrity*** in creating a culture of continuous improvement and to treat you the way we would expect to be treated with regards to performance.

It is our aim to foster a culture of high performance and achievement, supporting you to be the best you can be. We want you to reach your full potential in your role and will encourage you every step of the way to reach the highest standards of performance.

What is Performance Management?

Performance management is a continuous process of developing, maintaining and improving performance and is based on the principle that the performance of each individual within the organisation contributes to the organisation's overall performance in the achievement of its goals.

Why do we need a Performance Management Policy?

Webhelp UK, India and South Africa is committed to delivering an outstanding service to its customers and clients. In order to achieve this it is important that we have a robust performance management framework in place for setting and clearly communicating performance standards and expectations, observing and providing feedback, and reviewing your performance either through regular coaching sessions or performance review meetings with your Line Manager.

Who does this Policy apply to?

This Policy applies to all employees of Webhelp UK, India and South Africa. It also applies to those people operating on behalf of Webhelp, such as contractors and agency staff. In these situations the Manager responsible for the contractor or agency member of staff will be responsible for making them aware of this Policy.

I am a Contact Centre Associate (CCA); how will my performance be reviewed?

As a Contact Centre Associate (also known as an Advisor or Agent), you will have regular coaching/1-1 sessions with your Line Manager where you will receive feedback on your performance as well as discussing any support, training or development required to enable you to maintain and improve your performance in your role.

Performance Management Policy (UK, India & South Africa)

I am not a CCA; how will my performance be reviewed?
In order to support your development, you will have regular performance review meetings with your Line Manager to discuss aspects of your performance at work. These meetings will be held monthly and quarterly where appropriate (informal review meetings) and half-yearly (formal review meetings).

The objective of the meeting will be to review your performance against agreed Key Responsibility Areas (KRAs) and to set new KRAs for the following review period, as well as to assess your behaviours against the Company Values.

What happens if my performance falls below an acceptable standard?
In the event that your performance falls below an acceptable standard; in the first instance your Line Manager will meet with you to discuss the reason for your underperformance.

Where the reason for your underperformance is due to capability, your Line Manager will jointly create a Performance Action Plan (PAP) with you of what actions, support or training are required to enable you to reach the expected level of performance within an agreed time period..

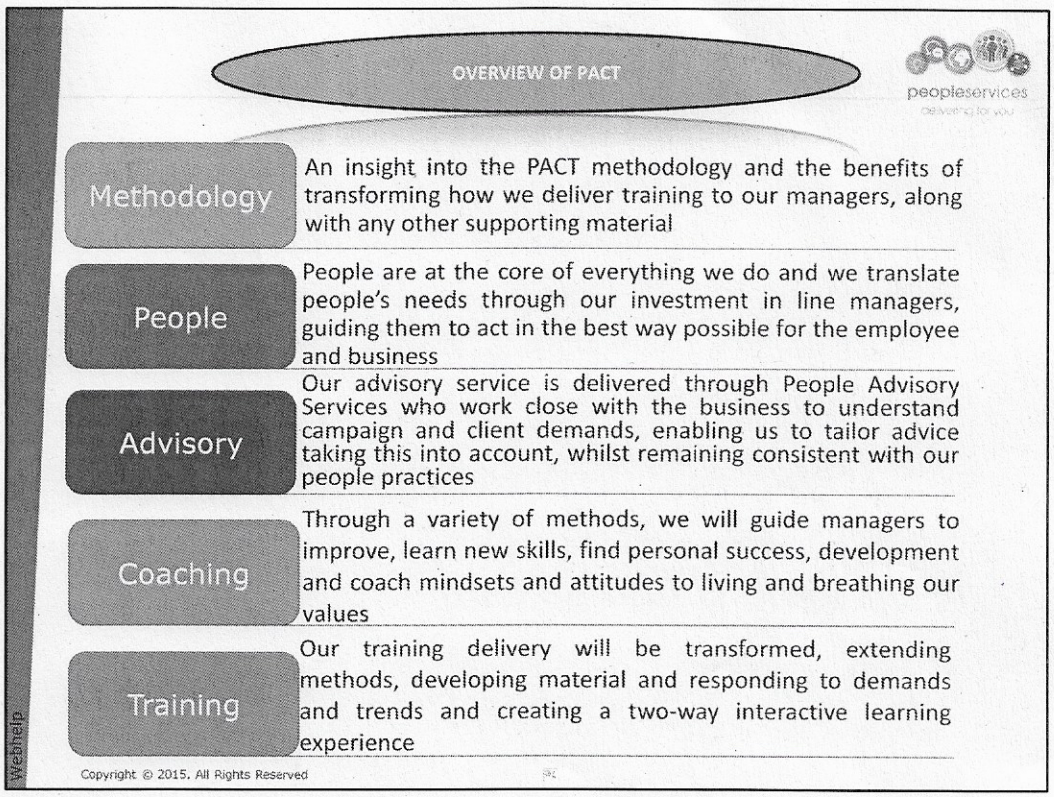
Where the reason for your underperformance is due to your behaviours and choices rather than your capabilities and skills, the matter will be regarded as a conduct issue and therefore will be managed through the Conduct & Capability Policy. Please refer to the Performance Management Procedure and the Conduct/Capability Policy for full details of the steps involved

What opportunities are there internally for self-development?
If you have aspirations to develop yourself in a particular area related to your job role, but which is not ordinarily measured or monitored as part of your role, you can work together with your Line Manager to create a Performance Development Plan (PDP).

The purpose of the PDP is to allow you to detail your aspired goals, set clear objectives and timescales for review and achievement and to obtain support that might be available. The purpose of such PDPs in these circumstances is to benefit you through providing an opportunity for you to enhance your skills and knowledge. The use of these PDPs as a mechanism for development is therefore entirely elective and should be set up only at your request.

Requests for self-development will be considered and supported wherever possible, but may be restricted dependant on your role type and the availability of opportunities.

This policy is non-contractual and may be varied, altered or replaced from time to time and the company reserves the right not to apply certain aspects of the policy if it is appropriate to do so.



PACT is our first People Services methodology and our objective is to create innovative coaching and training solutions which are cost effective, time effective and takes full advantage of our self service platform.

The different types of PACT available are –

- People Practice
- People Process Maps
- People Checklists
- Make a PACT today (training like this)
- WAGJLL (What a good job looks like)
- PAQ's
- Watch Me

EMPLOYEE NAME	
MANAGER	
DATE	

Home life	Work life / Holidays	Wellbeing / Attendance

KPI Performance	Target	Actual	Achevied
CPC	£31		
FCR	66%		
NPS	20		
PTP Conversion	70%		
Direct Debit	6%		
ACW	100		
HOLD	120		

SMART objective 1
SMART objective 2

Coaching Journey Form

Coachee:	Coach:	Start Of Journey Date:



Coaching Session Date: _____

- What Went Well?
-
-
-
-
-
-
-
- How Can You Improve?
-
-
-
-



Coaching Session Date: _____

- What Went Well?
-
-
-
-
-
-
-
- How Can You Improve?
-
-
-
-



Coaching Session Date: _____

- What Went Well?
-
-
-
-
-
-
-
- How Can You Improve?
-
-
-
-

SMART 1

- Have you acheieved your goal?
- I will...

Date:	Review Date:
Coachee Signature	
Coach Signature	

SMART 2

- Have you acheieved your goal?
- I will...

Date:	Review Date:
Coachee Signature	
Coach Signature	

SMART 3

- Have you acheived your goal?
- I will...

Date:	Review Date:
Coachee Signature	
Coach Signature	

	Question
Prepare and Analyse	Relevant KPI review
	Understand call selection through questioning

	Question
Review	Previous objective discussed
	Agreed on appropriate next steps ie. continue to work on this or close down
	If not achieved understand why and hold accountable
	Discussion had around KPI performance and additional insight to support where applicable

	Question
Conduct - GROW	Most appropriate goal clearly defined
	Reality explored through effective questioning around key coaching needs
	Where questioning is ineffective, Team Leader reverts to EEC
	Options explored
	Barriers explored and overcome
	Options explored

	Question
Conduct - Behaviours	Active listening
	Body language to create a conducive and engaging environment
	Coach and Coachee were free from distractions
	Valid positivity throughout the session
	Pace, pitch and tone was tailored to the Coachee

	Question
Document	Documentation was SMART
	Grow documentation was an accruate representation of the session

Quality Standard
The Coach must ensure that they have completed a relevent KPI review of the Team Leaders team/the agent that they just coached
The Coach must discuss the call selection process with the Team Leader - how did they pick that call? What was the reason for picking it? How did that influence the session? If the Team Leader did not do this, the Coach must hold them accountable.

Quality Standard
The Coach had a conversation around the previous objective which included, but is not limited to, what the previous objective was, what was done to achieve it, what could have gone better and what the result was
The Coach and Team Leader agreed on the next steps of the previous objective - if they decide to close it down, was it clear why it was being closed down? If they agreed to continue the objective, did they discuss what went wrong and why they have decided to carry it on? The Coach and Team Leader must agree that the most appropriate goal is carried forward where applicable.
If they agreed to continue the objective, did they discuss what went wrong, what stopped the agent from achieving the objective and why they have decided to carry it on? The Team Leader needs to conduct a conversation that challenges the agent if they
The Coach had a conversation with the Team Leader re: KPI's which were found in Q1. The Coach needs to understand what is going well and not so well with KPI's. The Coach needs to utilise other means of insight to bring any coaching need to light (other call listening, observations, other written evaluations etc etc)

Quality Standard
The Coach and Team Leader had a conversation around the most appropriate goal - the Coach/Team Leader must understand why this is the most important. The goal must be the most appropriate (or one of the most appropriate if there are more than 1). Ensure priority coaching need mirrors the 'Hierarchy of Coaching Needs'
The Team Leaders reality was explored around the key coaching need - the Coach asked effective questions to bring reality to life. The Team Leader must explore what is going on for that agent and the root cause of the issue must be explored
If the Team Leader has limited self-awareness, then the Coach adapts and uses EEC as appropriate. If the Team Leader has good self-awareness, then the Coach continues to use GROW and effective questions
Options were explored to achieve the set goal. Options that are explored/discussed need to be for the sole accountability of the coachee. Options need to compliment any conversation that was had in Reality (for example, if the agent doesn't like 'building rapport', then 'just attempting' is not a viable option).
Barriers were discussed to the above options and a conversation was had on how to overcome those barriers. If the agent is not able to overcome the barriers, then the option needs to be removed.
The Coach gains commitment from the Team Leader on the above options - which specifically are they committing to? The Coach needs to ensure that the Team Leader takes ownership of their own actions. The Coach must ensure that the committed actions have been fully explored through GROW before any option is committed.

Quality Standard
The Coach listens to the Team Leader, avoids multiple questions, allows silence where necessary and the conversation flows. The Coach uses the Team Leaders words in their questions - for example, if the Team Leader says 'I'm struggling to do that at the moment', the Coach would reply 'What exactly are you struggling with at the moment?'.
Body language needs to be in sync, rapport needs to be built in line with the communication pie (55% body language, 38% tone of voice and 7% in words used).
The Coach was in the moment and free from distractions. The Coach did all possible to avoid any agent distractions. The Coach must ensure that contingency plans are put in place to avoid distractions (for example, a pen and paper in case laptop crashes etc)
There was an effective conversation around the positive aspects of the coaching session where the Team Leader clearly understands what went well. The positive reinforcement must be valid and a true positive to ensure the Team Leader continues the correct behaviours moving forward.
The pace, pitch and tone were in sync with the Team Leader

Quality Standard
The documented SMART agreement must but in SMART format. The agreement must be detailed and have all relevant information within it.
The documentation contained all relevant conversation points that were discussed in the session - any trivial conversations do not need to be documented (for example, how is your day going? Good thanks).

Team Leader		Agent		Date/Tir

	Grading (RAG)	Explanation Notes
Prepare and Analyse		Relevant KPI review
		Understand call selection through questioning
Review		Previous objective discussed
		Agreed on appropriate next steps ie. continue to work on this or close down
		If not achieved understand why and hold accountable
		Discussion had around KPI performance and additional insight to support where applica
Conduct - GROW		Most appropriate goal clearly defined
		Reality explored through effective questioning around key coaching needs
		Where questioning is ineffective, Team Leader reverts to EEC
		Options explored
		Barriers explored and overcome
		Commitment gained on which options will be implemented
Conduct - Behaviours		Active listening
		Body language to create a conducive and engaging environment
		Coach and Coachee were free from distractions
		Valid positivity throughout the session

		Pace, pitch and tone was tailored to the Coachee
Document		Documentation was SMART
		Grow documentation was an accruate representation of the session

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SPA to PAS Mentoring



Rationale for Mentoring

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As part of the People team, we want to make sure that we are providing the best service possible to our operations and one of the key ways of making this happen is through improving the service our People Advisory Services team delivers. In order to successfully do this we have created a Mentoring Framework which will help to improve our offering and in turn increase our credibility in the wider business. The key areas of benefit to both the PAS team and the wider business are -

- Improve Team Capability
- Share Best Practice
- Close Gaps within the Team
- No Single Points of Failure
- Continuous Development
- Increase Engagement & Team Morale
- Increases Service Offering
- Provide SPA Support
- Provides Colleague Support
- Increases Team Credibility
- Improves Knowledge
- Lessens Risk
- Clear Career Paths

Key Responsibilities

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People Advisor Responsibilities

- Create a Personal Development Plan
- Commit to a weekly call with their mentor
- Set clear objectives & see these through
- Take ownership of your learning
- Actively seek opportunities & feedback
- Take time to prepare for calls, activities etc
- Keep PAS Team Lead upto date
- Have open communication with the SPA
- Contribute ideas on how to improve process & flag any issues

Senior People Advisor Responsibilities

- Feed into People Advisor's Personal Development Plan
- Commit to a weekly call with the People Advisor for mentoring
- Commit to a monthly call with PAS Team Lead
- Set clear objectives & expectations on what support can be offered
- Provide real time updates regularly through the month to PAS Team Lead
- Actively seek opportunities for the People Advisors
- Contribute ideas on how to improve process & flag any issues

People Advisor Responsibilities

- Feed into People Advisor's Personal Development Plan
- Have an awareness of what's being worked on by People Advisor
- Lead monthly calls with the Senior People Advisors
- Catch up on progress through 121's with People Advisors
- Seek additional feedback on progress of People Advisors
- Offer additional support to People Advisors
- Assist in seeking additional opportunities for People Advisors

Reminder of Buddy

Alastair	→	Stephen
Amy	→	Emma
Cheryl	→	Lauren
Sarah	→	Aileen
Stacey	→	Lauren

Opportunities for PA

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SPA Led

- Lunch & Learns
- ACAS
- Appeals & Grievances
- Pop Up Days
- Mediation
- Projects
- Shadowing Wider People Team
- Calls w/ Lawyer
- Calls w/ Senior Stakeholders
- Training
- Employee Drop Ins

PAS Led

- Document Creation
- Contributing on Calls
- Leading a Call
- Attending Seminars
- Peer to Peer Feedback
- Reviewing & Amending Policies & Procedures
- Advancing Reporting
- Data Analysis

PAS TL Led

- Leading Team Briefs
- Projects
- Calls w/ Lawyer
- Calls w/ Senior Stakeholders
- Shadowing Wider People Team
- Peer to Peer Feedback
- Pop-Up Days

Ops Led

- Note-Taking
- Wellbeing Meetings
- Spending time in the Operations



Timetable – Leadership Exploration and Development – Vodafone, Cardiff

All sessions are in the Central Square room

DATE	*ACTIVITY*
Middle January	Flyer 1 to be advertised
Middle February	Flyer 2 to be advertised
27th February	Julia Charles to be on the Vodafone floor to answer any queries on the programme
8th March	Deadline date for applications
13th and 14th March	Assessing applications and sending invitations
11th April 1pm to 4pm	Induction to the Programme (All facilitators to join if possible)
17th April 1pm to 4pm	Self-Awareness and NLP (Julia)
2nd May 1pm to 4pm	Coaching (Chelsea)
9th May 1pm to 4pm	Leadership and Learning Styles (Julia)
15th May 9.30am to 12.30pm	Training and Learning and Development (Louise)
22nd May 9.30am to 12.30pm	Human Resources (Sarah)
4th June 1pm to 4pm	Recruitment (Claire)
11th June 9.30am to 12.30	Relationship Management (Vince)
19th June 9.30am to 12.30pm	Resourcing (John)
26th June 9.30am to 12.30pm	Financial Acumen (Louise's team?)
4th July 1pm to 4pm	Compliance / Health and Safety / (Nathan)
10th July 9.30am to 12.30	Spare session set aside for IT / Facilities (TBC Craig or Wayne)
16th July 11am to 2pm	Graduation Ceremony (All facilitators invited)

How to implement Coaching and mentoring

CIPD states that coaching, and mentoring are effective approaches to developing employees (CIPD, 2019). Organisations are always looking for ways to ensure they retain their best employees and by giving employees and opportunity to develop weather through general upskills using the GROW model or through mentoring programmes such as the PAS/SPA one we do in Webhelp. This mentoring programme has had great results in such a short period of time so why would we not promote this as Operations managers to team leaders as an example as to where we could internally grow our business and retain great people.

When we consider the different types of mentoring models there should be plenty of opportunity and resource for everyone to benefit from coaching and mentoring. Often stakeholders are the sticking points in making an organisational change (CIPD, 2019), for them to be engaged within a change they will need to see a benefit to allow it to progress. For some stakeholders their return in investment would need to be understood and this will always come as a struggle especially for mentoring programmes as it is hard to track.

To engage a stakeholder the coaching and mentoring programmes should be fully communicated to ensure there us a plan to follow and that it is reviewed. CIPD state that for change to be successful it should be aligned to culture and I think this is something that would really make the senior managers (CIPD, 2019). Recently I took part in completing an employee voice drop in session and culture and the way things are done was one of the top reoccurring factors as to why people didn't feel engaged with the organisation and something that the senior managers was keen to change (Appendix 8).

For me coaching and mentoring has always been a huge part of my role, whilst working within Human Resources being able to develop myself and others has been a keen passion of mine. Coaching and mentoring don't always come easy as it is a two-way relationship and you can't make people want to learn and develop if they don't want too, you can however understand how they learn and make the session interesting and engaging. For me within my role it wouldn't always have to be formal classroom settings in which I would apply coaching sessions, as a remote worker I would often support colleagues via email answering their questions(Appendix 9) (Appendix 10), or share knowledge with other Senior People Advisors who were knew to the role and was unsure as to how they would progress with a certain situation (Appendix 11). Often using the OSCAR model to ensure that they knew we could discuss options gain knowledge and find solutions so they knew next time how they would approach these situations (Mindtools.com, 2020).

Over the past 2 years we have had access to the Franklin Cover 4DX portal (Appendix 12), this was initially brought in to support with attrition levels as there was major issues, however once these were stabilised, we used these sessions to focus on retaining our great employees. I used to make commitments to the portal that every week I would review 4 return to work or welfare meetings to understand how effective these were, I then fed back to the team leader to understand how we could improve these meetings. Sometimes the feedback was around terminology, timescales and their understanding of illnesses other times it was to do with sharing knowledge such as the EAP (Employee assistance programme) or using my position as a mental health first aider (Appendix 13) to guide on best practice. These sessions were great quick wins on sharing knowledge and coaching and educating our team leaders.

Recently I have been supporting a colleague who has developed into a senior role within the business, she has grown into the role over a period of years but this is the first time she has ever managed a team and was quite quickly out into a position where she had to manage a complex long-term sick case and wasn't sure of the process. This included completing care calls, welfare meetings managing timesheets and payroll exceptions, phased returned to works and return to work meetings. All these things often cropped up at different time periods through the space of 2-3 months but each time I would put come time in the diary and show Claire where she would find the relevant documentations, how it should be completed using best practise and who would be the relevant point of contact to ensure she knew going forward that if she was in the position again she would feel comfortable completing this process with little or no coaching (Appendix 14). This process inspired Claire to use her new found confidence to do more upskill coaching with her team, Claire is very experienced within recruitment and will be a great coach however she had to over her barrier

of knowing processes and being able to ask questions in the right way before she felt comfortable with actually starting a coaching/mentoring role.

Claire has been a great person to coach around a specialist subject she has given me feedback and made me think about the ways we do things, we do things, Completing this process with Claire has made me more confident than ever that the SPA/PAS programme should be rolled out across different work levels as even though me and Claire worked in different areas of the business we were still able to share knowledge and create a positive outcome to a difficult situation.

Since starting this portfolio, I have moved into a new position (Appendix 16) with a new organisation. This organisation has rapidly grown over the few years, this organisation has gone from being a small family run business to a large corporate organisation (Appendix 17). The difficulty comes from such rapid growth that there is very little structure when it comes to processes. I have recently undertaken the role of a HR advisor (Appendix 18) and we have a HR graduate come to work with us one day a week (Appendix 19). Alice works directly for Tarmac and is seconded to Griffiths one day per week. Alice will become a fully qualified HR Advisor at the end of this year's graduation programme. This programme allows our whole team to be mentors to Alice, we all have different experience within HR as we have all covered different sectors such as Manufacturing, retail, outsourcing and military. We are also using this as a platform to share knowledge and gain experience for ourselves too another great example of peer mentoring (CIPD,2019).

Alongside the development of our HR graduate Alice we also have an employee development programme (Appendix 20). This programme allows us to develop people within our organisation at any work level. Having the employee development programme in place will be great to run side by side with our teams to develop policies and process within the organisation such as annual reviews and performance management.

Whilst the process of developing these processes has yet to begin, I am looking forward to having the opportunity to develop such important process within an organisation and being able to implement my current coaching and mentoring styles whilst learning and developing mew skills through such an important period for Griffiths. Griffiths has recently been taken over by the tarmac group so our key stake holders are used to change as they are coming out the other side of the largest organisational change the company has ever known, this will allow our stakeholders to be engaged in the plan to develop and implement these polices however sustaining them and making the change successful is something we need to plan for.

There are many key stakeholders within our business some of which have been there since the company was founded in 1968, which provided for a great opportunity to complete some reverse mentoring, (CIPD, 2019). They share with us their knowledge of the business and how processes have been formed in the past whilst we as a HR team can now demonstrate the importance of HR and the support we can offer within our role for large corporate organisations. SRHM state that HR should be involved in organisational change to help support with employee understand, increasing communication, identifying and mitigating risks and boosting trust (SHRM, 2020). If we can implement the above policies whilst collaborating with the organisations stake holders the future of employee engagement, trust within an organisation and effective coaching and mentoring is looking very promising for Griffiths.

Progression
Support TL Ops
Development
Engagment
Recognition
} Employee Form

SME's not awared of the time

Currently looking for work outside of wrekep - Hours unsociable

Shifts have changed not originaly agreed - no warning

Progression isn't an option - who you know.

What are the Benefits of Progression - Support rules few & not good Benefits

Wanting to change shift rotation not allowed.

part timers being forced to work weekends - Single parents

Support

TL Ops - Great for some people not for everyone

Jamie Pleece - Great TL.

Hayley isn't always approachable

Gareth Jones - Great TL - Supportive.

Lee Pashen - Concerns / welfare not on cascade.

Chris Drane too harsh with way he speaks to people.
↳ need to have time to make notes.

Lewis Tamplin - Great TL in everyway.

Amy Fermerden - Good Recognition/
Aaron Weaver

Paul Forehead approachable - buys team coffee

Dan Jones - supportive / cares plenty of time.

CPS Managers treat agents differently - agents feel like CPS thinks they are better others. - Consideration

Extra mile - incentives not clear CPC not advertised on PP

Leon gone up twice not received pens for 2 months.

Fuse quiz - Greggs gift cards not given out.

Incentives off back off wheel of happiness not always happening.

Incentives not organised or communicated well.

Inconsistent across whole campaign.

Hard to achieve CPC & NPS together.

Escalations difficult - TLs not wanting to support

TLs using phones across

Lockers - when will they be coming? Empty lockers but we have no where to keep belongings

Tracey oss recognition

No checks in done with agents from TLs

Recognition fallen by way side

Steph Wilsshaw.

General

SC

Sarah Chislett
Fri 15/11/2019 09:17
Evans, Julie (ext) <julie.evans@atos.net>; Gareth Jones

HEROtsc-sarah.chislett-HRP1...
568 KB

Hi Julie,

I am well thanks, hope you are too.

Normally we would allow leave to be carried over if the agents has been LTS/Maternity or Joined after the 1st October. If we was to roll over any holidays outside of the above it would normally be be at a limit of 40 hours however ultimately it would be the Ops managers discretion if you wanted to roll over the 11 days but agree a time frame that they would be used?

Hope this helps, I have attached a copy of the leave policy for you also.

If you need any further advise please give me a call.

Thanks

Sarah

Sarah Chislett
Senior People Advisor

Webhelp

Hodge House
114-116 St Mary's Street,
Cardiff,
CF101DY.

07392273707

sarah.chislett@uk.webhelp.com

Please note on a Tuesday I work in Crewe

From: Evans, Julie (ext) <julie.evans@atos.net>
Sent: 15 November 2019 09:00
To: Sarah Chislett <sarah.chislett@webhelp.com>
Cc: Gareth Jones <gaz.jones@atos.net>
Subject: Steph Wilsshaw.

Hi Kev,

Just a reminder of the policies and the EAP.

Thanks

Sarah

Sarah Chislett
Senior People Advisor

Webhelp

Hodge House
114-116 St Mary's Street,
Cardiff,
CF101DY.

07392273707

sarah.chislett@uk.webhelp.com

Please note on a Tuesday I work in Crewe

From: Bell, Kevin (ext) <kevin.bell@atos.net>
Sent: 20 January 2020 16:03
To: Sarah Chislett <sarah.chislett@webhelp.com>
Subject: RE: multiple absences for Steph Parton

I'm unsure what needs to go into Section 6, are there any guidelines for this?

Thanks Sarah,

Kev

From: Sarah Chislett <sarah.chislett@webhelp.com>
Sent: Friday, January 17, 2020 9:17 AM
To: Bell, Kevin (ext) <kevin.bell@atos.net>
Subject: Re: multiple absences for Steph Parton

Hi Kev,

Wellbeing meeting notes attached. Once you have completed this add to the notes section on cascade.

Toni has done this meeting before so if you need on site support I am sure she will help.

Thanks

Sarah

Sarah Chislett
Senior People Advisor

Bonus Payments General

SC

Sarah Chislett
Mon 20/01/2020 17:09

Alastair Clarkson; Stacey Donoghue; Stacey Wright1; Emma Parker; Stephen Munnoch; Aileen Stewart; Lauren McName

Hi Stac,

I had a similar issue in Cardiff and was told the same as Alastair. Bonus is discretionary with anyone who works within the Vodafone Campaign if they have an AWOL or are issued with a sanction they loose their bonus.

Thanks

Sarah

Sarah Chislett
Senior People Advisor

Webhelp

Hodge House
114-116 St Mary's Street,
Cardiff,
CF101DY.

07392273707

sarah.chislett@uk.webhelp.com

Please note on a Tuesday I work in Crewe

From: Alastair Clarkson <alastair.clarkson@webhelp.com>
Sent: 20 January 2020 17:04
To: Stacey Donoghue <stacey.donoghue@webhelp.com>; Stacey Wright1 <stacey.wright@webhelp.com>; Emma Parker <emma.parker@webhelp.com>; Stephen Munnoch <stephen.munnoch@webhelp.com>; Aileen Stewart <aileen.stewart@webhelp.com>; Lauren McNamee <lauren.mcnamee@webhelp.com>; Megan-Rose Bell <megan-rose.bell@webhelp.com>; Cheryl Hawke <cheryl.hawke@webhelp.com>; Amy Gardiner <amy.gardiner@webhelp.com>; Christopher Stewart <christopher.stewart@webhelp.com>; Sarah Chislett <sarah.chislett@webhelp.com>
Subject: Re: Bonus Payments

Hi Stacey,

Had a quick chat with Sky Ops when I was covering a couple of other things. The bonus and commission structure for Sky is all client dictated so won't appear in employee contracts or our policies and procedures. I'm assuming it will be written into the agreement with clients that this will be managed but not to any degree of detail to allow flexibility.

Anything of this nature would be campaign specific i'm guessing. I'm assuming Rhonda or possibly Jim could provide more detail of where to find the agreements if needed?

The 4 Disciplines of Execution®

Execution

Building roadmaps to achieve your business-critical goals.

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"Seventy percent of strategic failures are due to poor execution of leade

vision."

× RECOMMENDED

—RAM CHARAN, EXECUTION: THE DISCIPLINE OF GETTING THINGS DONE

5:46

The 4 Disciplines Of Execution In A Nutshell

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Do your managers know how to institutionalize goal clarity and an execution process throughout the organization?

When it comes to attaining wildly important organizational goals, the role of the manager in the business execution process is critical. At FranklinCovey we've studied the topic of execution for several years in thousands of teams and in hundreds of organizations. Our research shows that execution breaks down in four ways:

1. Managers and work teams don't know the goal.

× RECOMMENDED

Our research has shown that only 15 percent of employees actually know their organization's most important goals—either there are no goals or they have too many goals.

5:46

The 4 Disciplines Of Execution In A Nutshell

The 4 Disciplines of Execution (4DX) is a simple, repeatable, and proven formula for achieving your most important strategic priorities in the midst of the whirlwind.

2. Managers and teams don't know what to do to achieve the goal.

Too many people don't know what critical activities provide the greatest leverage to achieving team goals.

3. They don't keep score.

Our research shows that most workers don't know what the key measures of success are, and they don't measure and track the specific behaviors that lead to goal accomplishment.

4. They are not held accountable.

Our research shows that fewer than 10 percent of people meet with their manager at least monthly to discuss their progress on work goals.

-WATCH THE VIDEO

× RECOMMENDED

5:46

The 4 Disciplines Of Execution In A Nutshell

THE OUTCOME

The 4 Disciplines of Execution (4DX) is a simple, repeatable, and proven formula for executing on your most important strategic priorities in the midst of the whirlwind.

Foster a culture of getting the most important things done.

The 4DX process has been refined to achieve three objectives:

1. High quality implementation in the shortest possible time

2. Maximum leader and team engagement with minimum disruption to business operations

3. Sustainable WIG results through full process adoption (new habits)

The objective of the 4DX process is to teach leaders how to help their teams execute on their highest priorities in the midst of the whirlwind of the day-to-day. We find that by not just teaching 4DX to leaders, but teaching them to teach and implement the process with their teams, they "own the process" at a deeper level and the results are often groundbreaking. Through thousands of implementations, we have identified four critical milestones that must be achieved for optimal results and engagement.

Training in Mind

Hyfforddiant Mewn Meddwl

Certificate of Attendance
Tystysgrif Presenoldeb

Sarah Chislett

Attended/Fynychodd

Adult Mental Health First Aid (Wales)
Cymorth Cyntaf Iechyd Meddwl Oedolion (Cymru)

Signed/Arwyddwyd: *Training in Mind*

On behalf of Training in Mind, License Holders of Mental Health First Aid (Wales)

Ar ran Hyfforddiant Mewn Meddwl, trwyddedwyr Cymorth Cyntaf Iechyd Meddwl (Cymru)

Valid From: 25th July 2019 for a period of 3 Years

Yn ddilys o: _____ am gyfnod o 3 Blynedd

Rhif Cyfresol / Serial Number: 13752

Rhif Cwmni / Company Number: 07211462

To Whom it may concern,

Over the past 16 months after my internal progression to Senior Recruitment Consultant I can confirm that Sarah Chislett has been a great help with day to day coaching.

My new role meant that for the first time I had a team to look after and I had not managed a team within Webhelp before. Sarah has helped me with day to day conversations, taking the right approach when dealing with difficult situations and has shared knowledge and experiences with me to help me understand how Webhelp manage teams and situations.

Sarah has allowed me to grow without me even realising and I now feel that due to the support Sarah has given me I can now effectively manage my team.

Kind Regards

Claire Williams

Senior Recruitment consultant.

Search

Try Premium Free for 1 Month

Sarah Chislett
HR Advisor at Alun Griffiths (Contractors) Ltd

More...



Mor

Sarah Chislett

HR Advisor at Alun Griffiths (Contractors) Ltd

Ebbw Vale, Blaenau Gwent, United Kingdom · 247 connections ·

Contact info

Alun Griffiths (Cc Ltd

About

An experienced and commercially astute Human Resource Manager with ten years overall management I have vast experience in Employment law.

known for being personable and approachable with excellent coaching and communication skills. I am passionate about building capability and helping to develop individual needs.

I have a driven and consistent approach in my work ethic.

Currently studying my level 5 CIPD.

Your Dashboard

Private to you

50
Who viewed your profile

1,436
Post views

5
Search appearances

Salary insights

See how your salary compares to others in the comr

GRIFFITHS

civil engineering and construction

(https://www.alungriffiths.co.uk/)

About Us

Founded in 1968, Griffiths is one of the leading civil engineering and rail contractors working throughout Wales, the midlands and south-west England.

We currently have an annual turnover of circa £225m and directly employ a well-trained, dedicated and highly competent workforce of over 1,000. Our strong client base includes Welsh Government, Network Rail, Highways England, local authorities, Utility Companies and selected private sector organisations.

By putting the needs of our clients first we deliver the optimum solution. Our professional, collaborative approach combined with our value-engineering expertise is proven to add value whilst minimising disruption and other adverse impacts. This ensures we consistently deliver successful frameworks and award-winning projects on time and to budget.

We pride ourselves in providing the "personal touch" establishing and maintaining mutually beneficial and long-term relationships at all levels within client organisations, throughout the supply chain and with stakeholders.

As a regional company, we have an inherent interest in the social, economic and environmental well-being of the areas within which we live and work. We invest in these local communities through every project we undertake.

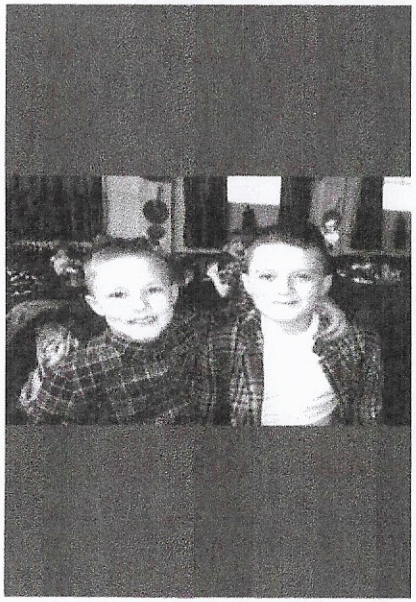
In 2018, Griffiths became part of Tarmac Plc, the UK's leading sustainable building materials business and a wholly owned subsidiary of CRH.

CRH is the world's leading building materials companies – employing over 77,000 people across 3,100 locations worldwide and with a turnover of €26.8 billion. Our position within this group provides us with access to a wealth of national and international experience and the opportunity to share innovations.

Privacy - Terms

Proud to be me

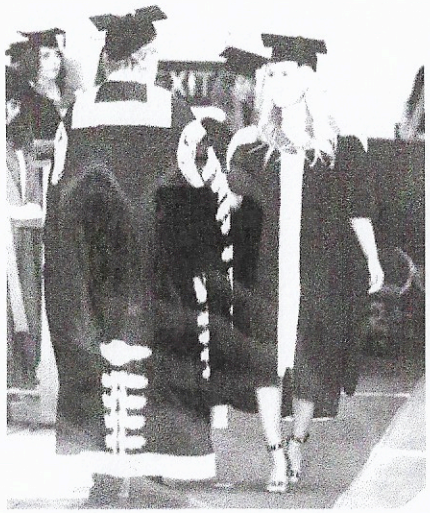




Sarah Chislett, HR Advisor

- I am a full-time working mother to Sam and Jay.
- I have been in the HR sector for 5 years working in retail and outsourcing.
- I am currently studying my level 5 CIPD.
- I enjoy spending time with my friends and family and have a love of cheesy pop music.

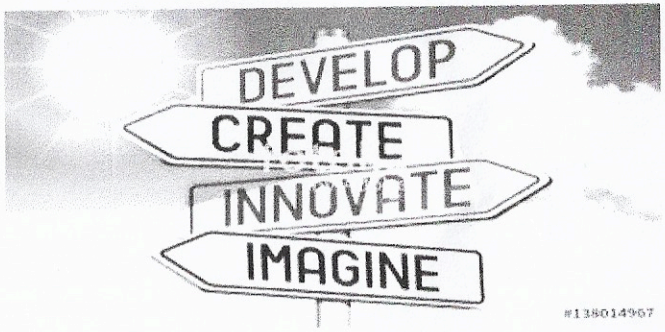
Proud to be me



Alice Riley, HR Graduate

- I graduated from the University of Liverpool with a Psychology degree
- I'm currently completing my level 5 CIPD
- I've been part of Tarmac for 7 months now supporting the HR department
- Proud to be surrounded by the best family and friends

Employee Development Programme



This programme is for future leaders across all levels.

Last year we had 6 people enroll on our employee development programme, where teams of delegates from across the Tarmac group are given a business project. Our delegates from Griffiths did a fantastic job with their topic on Mental Health and led to one of our employees being invited to the House of Lords as a guest during mental health week to listen to a talk on the subject.

We are running this programme again this year and we would like to get more Griffiths employee's involved.

If you are interested in taking part, please express your interest to you direct manager in the first instance who will then let HR know.

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