

Qualification: CIPD Diploma in Applied Human Resources

Contributing to coaching and mentoring within the organisation.

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

Signed: P.Bennett

Date: 15.03.2021

Evidence

Appendix 1 – Castle Leisure Mentor master list.

Appendix 2 – Training profile 18.11.2018.

Appendix 3 – Coaching and mentoring framework policy.

Appendix 4 – Invite to new mentors.

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Introduction

Currently Castle leisure is closed due to the global pandemic BBC News, (2021) and has been closed since March 23rd, 2020. For this assignment I will look at the coaching and mentoring programme from 2019. 2019 was the last time that our programme was in use. Due to the business being closed for the last year, it would be very difficult for me to interview or issue a survey, so as far as this investigation is concerned, I will be looking at the organisations information and policies.

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Being heavily involved in the 2019 coaching and mentoring programme, I have access to all the data and plans for that year. During 2019 Castle Leisure had 32 Mentoring relationships in place AP1. Some were senior club managers mentoring junior managers and some were Head office managers mentoring General managers. Each mentor will attend an external coaching and mentoring training course, before they are given a mentee AP2., Bennett, (2006) states training or education are not required before a person can practice as a coach, although various coach training programmes are available and are best practice.

At castle leisure the coaching and mentoring programme is formal the benefits of such a programme are stated by Ehrlich & Hansford, (1999) that formal mentorship goes one step further than ad hoc mentorship as its based in the organisations policy and is standard management function. It is a planned programme, that is evaluated in November of each year, and from that evaluation the programme plan is set for the following year. This evaluation is completed by the operations committee, They look at existing relationships, Forbes, (2019) suggest the 5 tips for an amazing relationship:

- Mentorship requires investments of time and energy from both parties; you get out what you put in.
- Experienced employees are invaluable for shaping young careers and companies.
- The best mentors are the ones who can fill gaps in your skillset. Do not select a mentor that has the same skillset as the mentee.
- You do not always have to follow your mentor's advice, but you should listen to it and evaluate it for yourself.
- Anyone can be a mentor, but the right skillset and training will bring out their inner mentor.

The committee also look at creating new relationships and getting the pairing right first time. I have been able to gather together the Coaching and mentoring framework policy and all the registration documents and agreements AP3, AP4, AP5. The programme used to include staff and supervisors as mentees. This was stopped in 2017 due to financial reasons and time constraints no longer allowing for the sheer number of relationships in use. Since 2017 the programme has been streamlined and now only allows for junior managers to be mentored by senior managers and General managers mentored by head office managers. What we have found is with smaller numbers the programme is far more effective. The programme requires a minimum of an hour phone call monthly and every quarter a face-to-face meeting. That is a minimum, the mentors are always available for guidance and advice via email or telephone.

Castle leisure is a hierarchical organisation with very clear objectives for each team or individual. There is a culture of low trust within the organisation even at the higher more senior levels this can make the mentor relationship difficult and on occasion it just does not work. Forbes, (2020) suggests that trust is the glue that holds the relationship together and is the most important element of the mentor/mentee relationship. This is a culture that is

hard to shift and has been evident during the pandemic, when the Head office team has been working from home. We have had to log our hours and justify what we have been doing on a daily basis.

Since the start of the pandemic, castle leisure has been in a panic state as an organisation. As all of our revenue streams are generated from people being in our buildings, It has now been a whole year without revenue. The organisation is currently pushing all sorts of efficiencies to cut costs when we re-open. There has been a dramatic drop in employee numbers, and when we reopen, we will not look to recruit. I believe we will need to coach all the site teams from management to staff members in how to work with a reduction in site hours. On average each club has gone from around 1900 hours a week down to 1000 hours. When the clubs reopen the same job will need to be completed but with half the employee hours.

This coaching will need to take place, but the financial constraints will also play a part. We will not be able to have one to one coaching. The plan is to have group coaching within each site. Each department will go through a group coaching session, and then the club management will individually coach and mentor anybody who might still be struggling with the new way of working. The group coaching will benefit the organisation by encouraging the workforce to work in this new way with less hours. The coaching will benefit the individual with an insight and instruction on the new style of working so that they are prepared for reopening. Britton, (2019) Group coaching is not just a conversation, rather it is a conversation with intent, an instruction in a new process. It also will benefit culture changes. Due to the financial constraints the mentors will need to be completing their own job role and have been given no time allowance for being a mentor. The HR department will continue this role for now group coaching at each site. The management structure has also changed at each site, having lost 20% of our site managers during the pandemic, again the company will not recruit but instead evenly spread out the management resource we have left. Meaning the time constraints on site managers will also be increased leaving little time for development or coaching their teams.

The wider L&D strategy has also been reduced. It has been decided that only in house compliance training will be authorised, no external costly training will be allowed. Any training that had been booked for 2021 has been cancelled.

This year's coaching and mentoring programme is not going to start when we re-open, If business returns to normal, the programme will restart in January 2022.

Firstly, just restarting the coaching and mentoring programme will benefit the organisational strategies of castle leisure Bright HR, (2021) states that recognising employees' value and increasing their ability and skills, they gain more confidence. This can lead to a strong and competitive workplace culture and will almost definitely increase bottom the bottom line. Moving the programme forward with recommendations there are a few issues to tackle, firstly a culture of control. The site managers are responsible for everything at their clubs and such they micromanage every detail. I would like to see an increase in initiative being allowed and used. Allowing the managers to manage their own teams and tasks as they see fit at the time, of course whilst following company policy. Currently if anything deviates from the normal at a club, the manager will call their direct line manager in head office for advice. This is stifling for the site managers and frustrating for us the head office managers. They already know what is expected but still require that guidance from above. I believe this is the single largest issue we have within our organisation. My recommendation for combating this is to coach the managers to have the confidence to make a quick decision in the moment based on their experience and knowledge of their sites. The **GROW** model Mind tools, (2020) would work well in this situation:

- **G**oal, what do you want to achieve?
- **R**eality, where are we currently?
- **O**ptions, what can we do to rectify, what resources do you need and what are the obstacles?
- **W**ill, so what is your plan, how will you review progress and how will you stay motivated?

I prefer a non-directive style of questioning that allows the mentee to not only ask their own questions but also to answer them without them being told the answer. If we instil the GROW method into the site managers thinking, they should feel far more confident to make decisions based on the experience that they have.

My next recommendation is that we use external coaches to mentor the senior team at head office level. Coach mentoring, (2020) highlight the benefits to executive coach/mentoring:

- Decision-making: evaluating options and making the best decisions.
- Workload: Managing the particular challenges this brings.
- Reflection: on key questions about the impact of changes on the future direction/shape of their areas of responsibility or on their leadership.
- Leadership: Broadening skills, self-awareness, and confidence.
- Motivation and engagement.
- Relationships: thinking about their effectiveness and their behaviours.
- Increasing their gravitas.
- Actions: translating what needs to be done into their day-to-day actions.

This helps the executive to explore a wide range of priorities and to improve their performance, which benefits them as an individual and in turn benefits the organisation.

There is a focus on mentoring site managers, but there is no mentoring for the head office managers and executives. Every single head office manager and Executive has started as a member of staff. The organisation believes in a promote from within strategy and it works well. All of our senior team know their departments inside out. We have all been sent on leadership programmes, but we have a very internal view. We only know the castle way. If I could put together a survey for the senior team, asking questions around their development, their professional goals, and aspirations their leadership qualities. I would imagine that there are needs within their roles that could be assisted by coach/mentoring. The cost related to this would be offset by their growth, productivity, and confidence to speak up during board meetings. This would be a win in my opinion. I have spoken to a leadership coach in the local area and their company charges £500 per session recommending six sessions to complete the programme Phil Morgan Coaching, (2021). I believe that £3000 per executive is money well spent if the coaching is worthwhile.

Finally, back to the pandemic, my last recommendation is to invest in the coach mentoring programme as soon as possible. Financially the organisation has been hit hard. I believe that when we come out of the other side of this, we should re invest in coaching and not fall into the trap of we have not used it for the last year so we must not need. Jones & Gorell (2014) state that people are empowered when coached and will add to the bottom line performance.

2

As a company we always begin our mentoring programme at the end of the year. We enlist general managers and head office staff to become mentors. I send out the applications normally at the beginning of November and complete the training in January of the following year **AP6 AP7**. All participants have either a 1-day refresher or full 5-day course with an external training company called CDC who specialise in the coach mentor relationship **AP2**.

The director or I will meet with each possible mentor to explain the programme and answer any questions before they commit to the programme. Once the everybody has been signed up the training is arranged.

Before we start this process, we are always aware of the potential barriers to coaching and mentoring Grant, (2010) talks about the barriers to coach/ mentor programmes:

- The organisational culture.
- Lack of understanding of the value of coaching.
- Not seen as a priority for the business.
- Resistance from senior management.
- Low levels of skills and experience within the organisation.
- Lack of time and resources.

For Castle leisure it has always been a fight to get the senior executives to firstly authorise the resources required to run the programme, training cost and management man hours. The director always manages to put her case across to the board to receive the funding. Working in the private sector we have to justify every penny spent. The other barrier we face year on year is commitment. We have mentors who are new and just cannot cope with the extra workload, we have mentors dropping out as they have issues at their own site, and we have failed relationships.

You cannot control the uncontrollable and these things happen. We can control the relationships and we go into great depths of detail when matching each relationship. We know each individual and they also know each other, so we match on known relationships that already work and avoid already problematic relationships. Nevertheless, each year we find that we need to move relationships early on in the programme as they are not working.

The training package for the mentors is updated annually we try to follow best practice using the ICF Framework for coach/mentors ICF UK Chapter, (2021), We use this principle in our training.

1. Creating the coaching agreement. **AP8**
2. Using already built trust and how to improve the trust relationship.
3. Using active listening techniques.
4. Using good questioning techniques.
5. Direct regular communication.
6. Planning and goal setting. **AP12**
7. Agreeing and implementing action plans.
8. Regular reviewing of goals set.

These skills that are taught during the training period are also part of the HR teams training, so the HR team themselves have the skills to assist the coach/mentor on their own development of coaching skills.

This framework is used during the coach/mentor training. To ensure the agreement is being followed the coach/mentors will send the action plans and PDRs to hr for reference. After every meeting I will try to catch up with the coach/mentor and mentee separately to evaluate the relationship and to make sure there is progress in the set goals. At any point during the sessions The HR department are available for advice for both parties and will assist in any way possible. AP9 AP10

Throughout each year we gather personal statements from the mentors regarding how their mentees have improved during the programme. Each mentor will submit personal statements regarding the progress of the mentee AP11. This information is used to evaluate the relationship and progress of each mentee and also forms part of the mentees annual PDR. Which often leads to a promotion if gone well. During the year we also gather information from the mentee on how they felt the relationship has progressed. This information is gathered verbally when we have a catch up with the mentee after a session. We use this information to develop the mentor on a continual basis. We will also feedback the key points to the external trainer so they can tailor the refresher training accordingly.

During these verbal meetings we ask questions based around Kirkpatrick's 'Four Levels' Model, Kirkpatrick, (2016)

- Reaction of student - what they thought and felt about the training.
- Learning - the resulting increase in knowledge or capability.
- Behaviour - extent of behaviour and capability improvement and implementation/application.
- Results - the effects on the business or environment resulting from the trainee's performance.

We ask questions to answer the 4 levels and have information from the mentees direct manager and mentor to assist in the evaluation. We encourage open and honest answers from all involved, This is the only way to honestly evaluate the programme and its participants.

There are other models of evaluation to consider such as Gibbs reflective cycle Gibbs, (1988):

- Descriptions, what happened.
- Feelings, What were you thinking or feeling at the time?
- Evaluation, what was good or bad about the experience.
- Analysis What sense can you make of it.
- Conclusion what else could you have done.
- Action plan what would you do different next time.

Out of the two I find the four-level model simpler and suits castle leisure more than the Gibbs model. The Gibbs model I think is based around a particular situation rather than a whole process.

We use all of this information gathered to evaluate the previous year's programme, suggesting any improvements or changes to mentors. We also look at if a particular mentee will require further mentoring.

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2019 Mentor/Mentee master list					
Mentee	Mentor				
Matthew Harry	Mike Wiltshire				
Eleanor Waters	Wayne Davies				
Carl Jarvis	Ceri Copeland				
Leanne Thomas	Matt Gullam				
Carl Jeffreys	Damon leake				
Alan Wilton	Dale Habberfield				
Charlene Pavlou	Serena O Brien				
Nicole Wales	Peter Read Jones				
Mary Thomas	Paul Bennett				
Jemma Carter Jones	Dan Collard				
Will Rennie	PRJ				
Raychol Arr	Gemma Hammacott				
Collette Weaver	Linda Hartley				
Chris Davies	Charlene Pavlov				
Rachael Hounsell	Jodie Manley				
Matthew Morgan	Sam Owen				
Kelleigh Doyle	Maria Collins				
Alex Mackechnie	Lisa Morgan				
Ed Jupe	Marcus Mclean				
Steve Lodge	Steve Hamley-Locke				
Jenny Hinchcliffe	Jodie Manley				
David Rhodes	Jason Harries				
Mandy Crowther	Serena O Brien				
Richard Perry	Gareth Ring				
Sheila Wignall	Marilyn Collard				
Barrbara Jones	Gemma Hammacott				
Kevin Frear	Jayne Beynon				
Bethan Hughes	Karen Thomas				
Dan Collard	Ceri Copeland				
Caroline Rose	Jayne Beynon				
Sarah Jaffray	Caroline Rose				
Louise Woolacott	Paul Bennett				

Training profile/ CDC/ Effective Coach Mentor 18.11.2018

Delegate Name	Clashes	Actual Cost	Booking Status	Attendance Status	Pass/Fail	ScheduleStatus
(13) Karen Thomas	0		Karent@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(55) Gareth Ring	0		garethr@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(7) Wayne Davies	0		wayned@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(23) Marc Richards	0		marcr@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(4) Jason Harries	0		jasonh@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(18) Paul Bennett	0		Paulb@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(16) Jodie Davis	0		jodied@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(2) Lisa Morgan	0		Lisam@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(503) Jayne Beynon	0		Jayneb@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(2012) Caroline Rose	0		Caroliner@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(4019) Charlene Pavlou	0		Charlenep@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)
(49965) Serena O'Brien	0		SerenaO@castlebingo.co.uk	Confirmed	Attended	Completed (5 Days)



Coaching and Mentoring

Coaching and mentoring is the modern, effective way to get the most from our staff and to keep them feeling engaged and committed to the Company. For Coaching and Mentoring to succeed within Castle Leisure, we need to create a positive culture around it. We need to make it effective and credible.

Coaching and mentoring needs to be used more efficiently and effectively within the clubs. Both staff and Managers need to enhance their potentials to perform better in their jobs and to be more productive. There may be skills that need to be strengthened, lapses in working behavior and issues with performance output which need to be addressed.

Coaching and mentoring are increasingly used mainly for professional development, to indicate a positive change in individuals and to encourage the transfer of knowledge from the coach / mentor to the individual.

Who will require coaching and mentoring?

- ❖ Senior managers who are unlikely to benefit from conventional training courses
- ❖ Managers who need the space to develop or improve new or existing skills
- ❖ Supervisors on a 'fast track' career programme.
- ❖ Managers who have reached a career plateau and want to progress, but do not know how to
- ❖ Staff wanting to improve their skills and abilities
- ❖ Individuals who respond better to alternative learning methods
- ❖ Mentors and coaches themselves
- ❖ Staff or managers working through difficult issues.

Who will benefit from Coaching and Mentoring?

<u>Coach/Mentor</u>	<u>Coachee/Mentee</u>	<u>Company</u>
Increased job satisfaction	Increases self-confidence and self-esteem	Higher employee retention
Further enhancement of their own skill level	Enhances skills	Competitive advantage with more skilled and well-performing employees
Enhanced skill in problem analysis and strategic thinking	Identifies weak areas and turns them into potential successes	Increased skill set and knowledge levels of the staff
Develops self-esteem	Enhances problem analysis	Enhancement of communication within the organization
Advantage of their own professional development	Develops good relationship	Strengthening of company culture and ethics

Who will co-ordinate the coaching and mentoring programme? The Co-ordinator!

There will need to be programme co-ordinator for organisational purposes, to be able to keep track of the coaching and mentoring meetings. The co-ordinator will also evaluate the success of the coaching and mentoring programme, Current co-ordinator is Paul Bennett. Paul's responsibilities will include;

- ❖ Selecting the mentors and mentees
- ❖ Lead and participates in mentor training.
- ❖ Keep in touch with mentoring pairs, offering support, answering questions, and provide relationship assistance when needed.
- ❖ Manage programme records.
- ❖ Facilitates programme evaluation and makes recommendations for improvement.

Who will be the Coach/Mentors?

It is important to note that not everyone makes a good coach/mentor. Those who are not interested in supporting a member of staff will inhibit the success of the program. Voluntary coach/mentors are essential.

Training Mentors

Coach/Mentors will be required to attend an external training course/ Workshops to arm themselves with proven techniques and tools to become a great coach. Training will consist of the following;

- ❖ Role and Responsibility of a coach/mentor
- ❖ Code of Ethics and Code of Conduct
- ❖ Equality
- ❖ Confidentiality and Trust
- ❖ Mentoring Agreement
- ❖ Goal Setting- GROW Model
- ❖ Communication skills
- ❖ Giving feedback and Offering advice
- ❖ Evaluation

Keeping to a structure/Framework

For fairness and consistency, a structured coaching/mentoring session is necessary. The Grow Model is a successful framework which will ensure employees get the most out of the sessions. It is paramount to make the time together count so that staff can go back to their duties ready to perform better and more self-sufficient.

GROW stands for:

- ❖ **G**oal.
- ❖ **C**urrent **R**eality.
- ❖ **O**ptions (or Obstacles).
- ❖ **W**ill (or Way Forward).

Being able to communicate effectively is one of the most important attributes of a Coach/Mentor. Using the correct language and open questions in a GROW model structure will ensure a successful session.

Mentoring Agreement /Record Keeping

The great value of a mentoring agreement is that it will go a long way in building trust within the mentoring relationship. The agreement will clearly define what the relationship is and articulate the expectations of everyone involved. Record keeping is central to good practice. I have developed some sample documents which can be used during coach/mentor sessions which would be available on Public Folders.

Goal (for both the session and the person's short and long-term goals)

1. What do you want to achieve?
2. What is your ultimate, long-term goal?
3. What is important to you now?
4. What would you like to get out of the next 60 minutes?
5. On what areas or issue do you want to work?
6. Describe your perfect world.
7. What would you like to have as a result of this coaching session?
8. What steps can you identify that will be essential to achieving your long-term goal?
9. What will make you feel this time has been well spent?
10. How will you know when you have achieved your goal?

Reality

1. Where are you now with your goal?
2. On a scale of 1 to 10 where are you?
3. What has contributed to your success so far?
4. What skills, knowledge and attributes do you have?
5. What progress have you made so far?
6. Does this goal conflict with anything else you are doing?
7. What is working well?
8. What is required of you?
9. What can you control?
10. What deadlines do you have?

Options

1. What are your options?
2. How have you tackled this or a similar situation in the past?
3. What could you do differently?
4. Who else has encountered a similar situation?
5. Which option feels right to you?
6. If anything was possible what would you do?
7. What could you do if you had more time, money, freedom?
8. If this constraint was removed, would it change things?
9. What do you need to stop doing to achieve this goal?
10. What obstacles stand in your way?

Way Forward

1. Which option works best for you?
2. What is your next step? Write it down.
3. What actions will you take?
4. When are you going to start?
5. How will you make sure that you do it?
6. Who will help and support you? When?
7. How will you know you have been successful?
8. On a scale of 1 to 10 how committed are you to taking the agreed actions?
9. What will you do to get this closer to a 10?
10. When shall we meet again to check progress?



Mentoring Agreement

We are both voluntarily entering into this partnership. We wish this to be a rewarding experience, spending most of our time discussing developmental activities. We agree that...

1. The mentoring relationship will last for _____ months. This period will be evaluated every three to six months and will end by amicable agreement once we have achieved as much as possible.
2. We will meet at least once every _____ weeks. Meeting times, once agreed, should not be cancelled unless this is unavoidable. At the end of each meeting we will agree a date for the next meeting.
3. Each meeting will last a minimum of _____ minutes and a maximum of _____ minutes.
4. In between meetings we will contact each other by telephone/email no more than once every - _____ weeks/days.
5. The aim of the partnership is to discuss and resolve the following issues:
 - a)
 - b)
 - c)
6. We agree that the role of the mentor is to:

7. We agree that the role of the mentee is to:

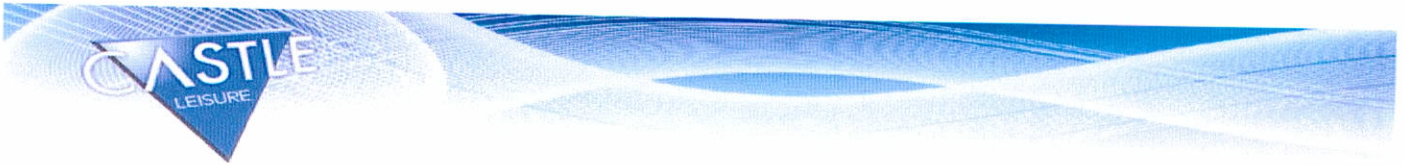
8. We agree to keep the content of these meetings confidential.
9. The mentor agrees to be honest and provide constructive feedback to the mentee. The mentee agrees to be open to the feedback.

Date: _____

Mentor's signature: _____

Mentee's signature: _____

Date for Review: _____



Meeting Outline

Date: _____ Time: _____

Follow-up from last meeting:

Update on goals:

- ❖ _____
- ❖ _____
- ❖ _____

Action/Responsibility:

Objective of this meeting:

1. _____
2. _____
3. _____

Next Steps:

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

Time for next meeting:

Date: _____ Time: _____

Actions required for next meeting:

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

Mentor's signature: _____

Mentee's signature: _____



Goal Setting Worksheet

Short Term Goals:

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

Long Term Goals:

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

What steps have been taken to reach the above stated goals?

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

What steps need to be taken to reach the above stated goals?

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

Expected Outcomes:

- ❖ _____
- ❖ _____
- ❖ _____
- ❖ _____

Mentor’s signature: _____ Date: _____

Mentee’s signature: _____ Date: _____



CASTLE LEISURE LTD

Internal Mentoring Programme

Mentors



Castle Leisure Ltd is extending its **Internal Mentoring Programme**.

Run in conjunction with Chrissie Webber of CD Consultancy & Training, the programme was a great success when launched in 2015 and is now being updated annually. We are therefore offering you the opportunity to participate as a Mentor to help in the ongoing development of staff and junior managers.

A 1-day refresher course will be provided for those who were Mentors within Castle Leisure before, and a five-day training programme will be provided for new Mentors.

What is a Mentoring Programme?

This is not a compulsory programme; it is a personal development programme where Junior Managers are appointed a one-to-one coach. This coaching comes from within the company from appointed Mentors who are chosen by the Mentee to form a learning relationship.

Can I Apply if I Was a Mentor Before as Part of the Initial Programme?

Yes, most certainly. We are organising new Mentoring relationships and welcome the participation of those who benefited from a previous programme. If you were involved previously as a Mentor, we would value your participation again. If you are still acting as a Mentor, please register your interest in continuing with this updated programme so that we can administer the programme fully.

What if I Try it and Don't Like Being Mentor?

Not participating in this programme will not hold your career back within Castle Leisure as being a Mentor does not suit everyone. Unless you have been a Mentor in the past and know it is not for you, we recommend that you give it a go.

How does it Work?

You would personally offer one hour coaching sessions over the phone or face to face to between 1 and 3 Mentees. Your Mentee would **not** work at the same club or department as you to ensure total confidentiality and an openness of communication that may not be possible where there is direct line management. Unlike usual training there is no set agenda as each session is dictated by the current work and management issues of the Mentee.

What Training/Information Would I Receive?

A one-day refresher session will be provided for all who participated in a previous programme. A five-day training session on how the Mentoring Programme works, the skills of coaching and how to manage the Mentoring Sessions will be provided for new Mentors.

What is the Next Step?

Many managers and trainee managers have been helped in their career by having an internal mentor. Ask around and find out how it has helped them and how it worked.

To express and interest in becoming a Mentor please fill in the attached questionnaire and return it to me by Friday 17th November 2019. You will then be allocated a date and time for the relevant training programme. Following this you will be appointed your Mentee(s) for 2020.

Many thanks,
Paul Bennett
HR Manager



CASTLE LEISURE LTD
Internal Mentoring Programme
Application to Become a Mentor



As part of the development of a coaching culture within Castle Leisure we are updating the Internal Mentoring Programme and appointing new Mentors. As a member of the Management Team, you are invited to put yourself forward as a Mentor or re-register your interest if you have mentored before or are still in a mentoring relationship. Please return this form to me by Friday 2nd September 2018.

All staff invited to participate are requested to prioritise the internal Mentors from a list we provide. To be part of that list and participate in the programme we require that you complete the form below. Due to the fact that some managers will be more popular than others we are setting up a project management system that will allow us to more closely monitor and manage the programme in the future.

Please complete this form even if you do not wish to be a Mentor at this present time.

SURNAME:	GIVEN NAME:
CLUB/OFFICE:	POSITION:
PREVIOUSLY A MENTOR? (Tick Box) Yes ☐ No ☐	HAVE BEEN A MENTOR EXTERNALLY? (Tick Box) Yes ☐ No ☐
NAME & CLUB OF PREVIOUS MENTEE(S)?	NAME & CLUB OF PRESENT MENTEE(S)?
HOW MANY MENTEES WOULD YOU LIKE TO WORK WITH? (Tick Box) 1 2 3 ☐ ☐ ☐	THANK YOU, BUT I DO NOT WISH TO ACT AS A MENTOR AT THIS PRESENT TIME (Tick Box) ☐

Paul Bennett

From: Paul Bennett
Sent: 18 March 2021 14:49
To: Paul Bennett
Subject: Mentoring programme 2020

From: Paul Bennett <paulb@castlebingo.co.uk>
Sent: 01 November 2019 15:07
To: General Managers <GeneralManagers@Castlebingo.co.uk>
Cc: Training Dept <TrainingDept@Castlebingo.co.uk>; Jodie Davis <jodied@castlebingo.co.uk>; Lisa Morgan <LisaM@Castlebingo.co.uk>; Payroll <Payroll@Castlebingo.co.uk>; Susan Thomas <SusanT@castlebingo.co.uk>
Subject: Mentoring programme 2020

Dear all,

Firstly the success of last years programme is down to you all for giving up your precious time and putting so much into it.

Next year's programme is almost upon us, If everybody who took part last year and would like to again please let me know ASAP.

For those who did not take part and would like to please fill in the attached application for and return to me at City road.

Last year you mentored 30 junior managers, which is just under half of our compliment. For the more seasoned mentors among you could you please take on maybe two or three mentee's to enable us to achieve our goal of every junior managers having a mentor.

Your help is very much appreciated in this matter and I know that the wealth of experience you all have could certainly help shape the careers of your juniors.

If anybody would like to discuss please give me a call.

Many thanks
Paul Bennett
HR & Training Manager
07972325554
Paulb@castlebingo.co.uk



This agreement is made between:..... (the 'coachee')

And:..... (the 'coach')

The coaching relationship

The purpose of the coaching relationship is to support the coachee to achieve their goals. The coach and coachee will first come to an agreement about the nature of coaching. Coaching is a non-therapeutic intervention intended for coachees who wish to enhance their performance or improve their work situation. Either the coachee or the coach is able to exit the coaching relationship without giving any reason, subject to appropriate notice being given.

Coachees responsibilities

1. To attend coaching sessions as agreed.
2. To select topics for discussion.
3. To set and pursue meaningful goals.

Coach's responsibilities

1. To manage the coaching process (including timekeeping)
2. To undertake regular professional coaching training.
3. To maintain confidentiality (subject to certain exemptions)

Number of sessions

The coachee and coach will meet for a number of sessions, each lasting for no longer than 2 hours. For no longer than 1 financial year.

Rescheduling coaching sessions

Coaching sessions can be rescheduled by either the coachee or the coach with 48 hours notice.

This coaching contract should be signed by both the coach and coachee. It should be referenced at the start of each coaching conversation.

Coachee

Signature:.....

Date:.....

Coach

Signature:.....

Date:.....

Paul Bennett

From: Paul Bennett
Sent: 20 March 2021 13:37
To: Paul Bennett
Subject: Mentor meeting last week

From: Hannah Richards-Thorrington <HannahR@Castlebingo.co.uk>
Sent: 12 October 2019 15:05
To: Paul Bennett <PaulB@Castlebingo.co.uk>
Subject: mentor meeting last week

Hi Paul,

I had my scheduled meeting with Serena last week. I just wanted to inform you that the advice you gave me really worked.

When she started taking calls during the meeting, I politely asked if we could focus on me for the two hours as we only had 2 meeting left.

She turned her phone off and we had the most productive meeting to date, she really re focused me for the remainder of the year.

Anyway just wanted to say thanks, and am glad I dealt with it rather than making a complaint to JB.

Thanks,

Hannah RT.

Paul Bennett

From: Paul Bennett
Sent: 20 March 2021 15:36
To: Paul Bennett
Subject: HRT

From: Paul Bennett <PaulB@Castlebingo.co.uk>
Sent: 05 October 2019 12:09
To: Serena O'Brien <SerenaO@Castlebingo.co.uk>
Subject: HRT

Hi serena,

I have just had a call from Hannah at Canton, she is a little concerned that she is not getting the most from your recent meetings. She has commented that you answer your phone throughout the meetings and this is making them disjointed.

I know that we are encouraged to always answer our company phones, but I have spoken with JB and she is in agreeance that during your meetings with mentees this should be protected time and it is fine to turn the phone off. Thanks for the understanding.

Paul Bennett
HR officer
07972325554
Paulb@castlebingo.co.uk

Mentoring Record/Action Plan



Mentee Name: Matthew Hamy	Mentor Name: Mike Wilhira
Location: Swansea - Tower Room	Date: 20.12.2018

Objectives

First Meeting introducing boundaries & purpose of Mentor relationship & how we will be moving forward.

Discussion Points

Matthew has a number of learning Objectives :-

- * Health & Safety
- * HACCP
- * Exposure to Disciplines
- * Constructing Policies
- * Assistant Manager Portfolio

Action Plan

Matthew will begin to work toward achieving objectives & filling in knowledge gaps.

Phone conversation will take place to Assist any queries.

Date & Time of next meeting: End of January TBC

Personal statement.

Mike Wiltshire 05.12.2019

I have now been Matthew Harry's mentor for the past 12 months. Matthew has come along nicely. When we had the first meeting at the end of 2018, Matthew had very little self-belief and lacked confidence in his skill set.

Matthew highlighted a number of learning objectives and I had already had feedback from his general manager which followed Matthew's objectives.

Matthew's objectives were:

- To take more of an active role in the club's health and safety.
- As MIC of catering Matthew wanted to take control of the HACCAP programme.
- As a senior Assistant manager, Matthew had very little exposure to the disciplinary policy and wanted to be more involved.
- Matthew had not completed his assistant manager portfolio and wanted to finish it so he could make a start on the next.

Matthew is very ambitious and really wants to progress within the company but has admitted that he gets so caught up in the day-to-day work at the club that he has put aside his personal development.

I have had six scheduled meetings with Matthew in the last year and numerous calls. It is my belief that Matthew has progressed well.

- He has taken on the role of MIC of Health and Safety and is doing a good job.
- He has been on a training course for Haccap management and has led the catering team well.
- Mathew started taking notes of disciplinaries and has now progressed to chairing basic meetings.
- Matthew did complete his portfolio and submitted in April. He is yet to start the next though.

It is my opinion that Matthew has progressed extremely well in the last year. His general manager has noticed the improvement and has happily passed on the H&S responsibilities to Matthew. Matthew has completed the IOSH programme and has shown interest in NEBOSH. Matthew now comes across as a more self-confident manager and has certainly taken control of his own development.

When Matthew has completed his senior Assistant portfolio, my recommendation would be that he is ready to progress to Deputy Manager level.

Mike Wiltshire

Electronic Gaming manager.



BE A MENTOR

★ Give Guidance ★

★ Provide Support ★

★ Build Success ★

Applications open until 15th
November 2019

Training starts January 9th 2020

Request an application from
paulb@castlebingo.co.uk

Paul Bennett

From: Paul Bennett
Sent: 18 March 2021 14:29
To: Paul Bennett
Subject: Coaching and mentoring programme 2020

From: Jayne Beynon <Jayneb@castlebingo.co.uk>
Sent: 28 September 2019 11:49
To: Paul Bennett <PaulB@Castlebingo.co.uk>
Subject: Coaching and mentoring programme 2020

Hi Paul,

Would you please take the lead on the programme for the coming year. I will of course be hand to assist and guide you if needed.

All of last year's paperwork is in my 2019 folder called C&M. No need to rewrite if you don't want to, but they could do with a freshen up.

If you do adjust the policy or relevant paper work please submit for approval before you action.

I believe we had 32ish relationships last year, lets see if we can improve on that. Use last years mentor list as a start.

Kind regards

Jayne

Jayne Beynon
Director of People and Organisational Change
Castle Leisure Bingo Clubs
Mobile 07712 139197



CASTLE LEISURE LIMITED - WITNESS STATEMENT

NAME : PAUL BENNETT

JOB TITLE: HR AND TRAINING OFFICER

Paul's contribution was pivotal in the last completed mentoring programme. Paul was able to promote the initiative effectively within the organisation through different mediums. He identified the potential barriers to the programme using his experience as a line manager for 17 years within the organisation, when Paul was both a mentee and mentor.

Paul Personally took on three mentees for this programme and his mentorship was first class. He drew on his experience and gently guided the mentees through their journey, being able to adapt his style accordingly.

Whilst Paul was a mentor he also was a support structure for all of the mentors and mentees throughout the organisation. He used his skills to assist when needed and resolved any issues promptly.

Paul took ownership of the programme and spent considerable time ensuring all parties took the process seriously and were fully committed to the organisation's strategy.

Paul and I evaluated the programme and Paul was able to make sound recommendations to improve the programme for the following year.

I was confident in his ability to oversee the 2020 programme; he updated the policy and paperwork from our evaluation and started the process of selecting mentors in late 2019. Unfortunately, the programme did not move past the initial training phase due to the pandemic. But I have the upmost confidence that Paul would have made it a success.

When we return to a more stable time, Paul will again take the reigns of the programme and I am confident he will make it his own and of course a success.

SIGNED: JAYNE BEYNON

Jayne Beynon

JOB TITLE : DIRECTOR OF PEOPLE AND ORGANISATIONAL CHANGE

DATED : 14TH March 2021