

MENTORING AND COACHING POLICY

BANGOR UNIVERSITY

1 Introduction

Mentoring and coaching are very effective development methods to assist individuals to reflect, identify and achieve their goals and support the transfer of learning into the workplace. The learning relationships that develop through coaching and mentoring help support individuals to develop their skills and knowledge and for the University, they provide powerful learning methods to support staff in a way that is timely and specific. The mentoring and coaching relationship is very powerful as they empower individuals to find solutions, manage change and develop in their roles.

This policy outlines the University's policy and process regarding formal coaching and mentoring in Bangor.

2 Scope

At present, coaching and mentoring at Bangor aims to support:

- Academic staff who undertake research as part of their role.
- Leaders and managers, to supplement their learning in terms of leading and managing staff effectively.
- Female staff through the Women in University's Mentoring Scheme (WUMS).

The provision of coaching and mentoring will be expanded to more staff groups in the academic year 2014/15.

3 What is Mentoring and Coaching?

Mentoring and coaching can be very useful tools to support professional and career development by helping a member of staff to reflect on their experience, consider their future development, deal with new and potentially challenging situations and plan for the future.

4 What's the difference between a Mentor and a Coach?

The skills to be a mentor and a coach are very similar such as listening, effective questioning and supporting. The differences between the two are:

- Mentoring is undertaken by someone who has much knowledge of the mentee's field, and is likely to be directive in terms of support and advice. Mentoring also provides more general support to build confidence and capabilities to meet current and future development needs. For this reason, mentoring is usually a longer term relationship than coaching and can last between six and eighteen months.
- Coaching is done by someone who is not necessarily an expert in the coachee's field and the discussions are likely to be non-directive. Coaching is also a short term intervention of a few sessions and aims to provide support to enhance performance and is usually based around a particular task or objective.

5 The Benefits of Mentoring and Coaching

The benefits of a coaching and mentoring include:

- Providing a timely and structured learning and development based on the specific needs of the member of staff and at their own pace.
- Improving confidence and self-esteem.
- Increased motivation to take action.
- Developing the individual's own understanding of the University context and processes.
- Developing new insights and ways of working.

- Providing an opportunity to receive safe and supportive feedback.
- Providing an opportunity for staff to reflect on, and plan their career development.

6 Mentoring and Coaching within the Context of Professional Development

Mentoring and coaching can be stand-alone development interventions or can be very useful as supporting other development activities such as leadership and management programmes.

Mentoring and coaching can be identified by the line-manager and / or the individual member of staff and can be a part of a number of outcomes from the annual Performance Development Review discussion.

7 Principles of the Mentoring and Coaching Scheme

In the University, many Schools/Colleges organise formal and informal schemes and there is an expectation that these schemes will also follow the principles of the University's Scheme. The principles of the Scheme include:

- That participation in the scheme is voluntary.
- The Scheme is a confidential process and the content of the discussions will not be discussed with any third party, although it is expected that outcomes and objectives will usually be shared with the coachees and mentees' line manager.
- Adequate time will be made available for the session during the working day. There are also no limits on the length of the mentoring relationship but it is anticipated that the relationship will last no more than a year.
- Mentors and coaches must attend a one day training course and participate in on-going supervision and development in their roles whilst they are active coaches / mentors.
- The Mentoring Scheme will comply with the principles of the Data Protection Scheme.
- The Scheme will comply with the Welsh Language Scheme.
- Either party may end the relationship and alternative arrangements will be made to continue the mentoring / coaching with another person.
- The Scheme will follow the Code of Practice of the European Mentoring and Coaching Council.

8 Responsibilities within the Scheme

Mentor / Coach

- To undertake one day's training before becoming a coach or mentor and commit to on-going development following the initial training.
- Follow the principles of the Scheme and agree a Mentoring/Coaching 'contract' at the outset of the relationship.
- To make the initial contact with the relevant coachee/mentee.
- Ensuring a commitment to the relationship.
- Deal professionally any conflicts of interest that may arise.
- Provide feedback to the Scheme Co-coordinator during the process and at completion of the relationship.

Mentee / Coachee

- In most situations get agreement to participate from the line-manager.
- Follow the principles of the Scheme and agree a Mentoring/Coaching 'contract' at the outset of the relationship.
- Read the 'Guidelines for Coachees and Mentees'.
- Set the agenda and purpose of the relationship.
- Maintain commitment to the relationship.

- Update their line manager regarding outcomes or in some circumstances, the Scheme Co-coordinator.

Line-manager

- Ensure that mentees and coachees are supported during the process.
- Respect the confidential nature of the relationship.

The Scheme Coordinator

The Scheme's Co-ordinator is responsible for the day to day management of the Scheme and is specifically:

- Responsible for the matching process.
- Providing support to participants.
- In circumstances in which the partnership is not working, work with staff to reach the best outcome which may be arranging a new mentor / coach for the relevant individual.
- Maintaining the database of staff involved with the scheme.
- Working with Aberystwyth University regarding inter-University matches.
- Organise the relevant training and on-going development for mentors and coaches.

9 The Mentoring and Coaching Process

9.1 Application

In most cases it is expected that the application will be agreed by the member of staff's line-manager and will be agreed as part of a member of their continued development. However, Staff Development will assist any member of staff to access a mentor if they do not feel that they can discuss this with their manager.

Staff must complete the Mentoring and Coaching Application Form to register on the Scheme.

Please note that applications to the WUMS scheme are accepted between October and early December each year and applicants to this Scheme should apply directly to the WUMS Co-coordinator (WUMS@bangor.ac.uk).

9.2 The Matching Process

The Scheme Co-ordinator will match an application with a suitable mentor / coach. Discussion may take place with the applicant regarding the most suitable match during this process.

9.3 The Initial Meeting and Contracting

The Coach and Mentor in the first meeting will agree the aims and expectations of the sessions and potentially the number of sessions that will be held. The Coaching and Mentoring Contract will also be agreed to ensure that both parties commit to the principles of the scheme and agree to be jointly responsible for the success of the Scheme.

9.4 Evaluation

At the end of the relationship the Mentor / Coach will inform the Scheme's Co-ordinator and both parties will be expected to provide feedback regarding the effectiveness and outcomes of the process.

10 Training

it is expected that mentors and coaches will be trained to undertake their role which will help to develop their skills, knowledge and confidence. To become mentor/coach staff must attend the one day 'Effective Mentoring and Coaching' course. Mentors and coaches must also attend periodic supervisory meetings and on-going development arranged by the Scheme Co-ordinator.