

Coaching for ITSS Job Banding: Supervisor's Guide

Coaching Overview

Coaching is

- a process that is used to increase employees' job knowledge and skills for job advancement.
- a formal practice wherein the candidate is to *observe*, *question*, and *explore*, and the coach is to *demonstrate*, *explain*, and *model*.
- a joint venture, where the candidate shares the responsibility for learning
- a continuous learning experience that combines observations, studies and thoughtful analyses.

Coaching is **NOT** performing *uncompensated* work at the next ITSS skill level under the supervision of a coach.



FAQ's

❏ **What is expected of an employee who will be coaching? How will it impact his/her work?**

As a coach, it is expected that your employee will share knowledge, provide training experiences, and guide an employee seeking advancement through Job Banding. At a minimum, your employee must log 12 contact hours beyond normal work hours working with this employee. Participating as a coach may impact his/her work load at a minimal level, however, the program provides an overall benefit to MCPS as we build capacity within.

❏ **Will the candidate for job banding be participating in coaching activities as a part of the regular work day?**

No. If it is necessary for the candidate to complete an activity during regular work hours, the employee will need to use leave for the time away from his/her assigned duties.

❏ **Can the coach offer coaching activities (i.e., job shadowing) during their working hours?**

Yes, job shadowing activities are allowed, at the discretion of the coach and his/her supervisor. The coach would complete his/her regular job duties while demonstrating the skill.

❏ **How long will the coaching experience last?**

The coaching experience will be unique for each coaching pair. However, it is expected that the coaching experience will range from a minimum of 2 months to a maximum of 6 months.

❏ **Who should I contact if my employee expresses a concern about the program or about his/her coach or candidate for job banding?**

Contact the Coaching Coordinator immediately.

❏ **Who should I contact if I have questions or concerns?**

Questions and concerns should be directed to the Coaching Coordinator.