
Certificate in Professional Coach-Mentoring

***Upgrade route to EMCC Practitioner Level**

Programme Handbook

* Conditions apply (*see section 3.3 on p7*)

Cohort : UPFP1707

Registration starts: September 2016

Registration expires: End of April 2017

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On this programme you will be allocated your own personal Coach-Mentor Supervisor (CMS) to take you through your qualification.

You will receive 8 hours of coaching or feedback time from your CMS

We suggest that coaching sessions take place on a regular basis but this is a self-managed programme and it is your responsibility to discuss with your CMS how and when you wish to use the allocated time.

To demonstrate you have met the Learning Outcomes for the programme you will need to write 4 Reflective Summaries, 2 Personal Learning Plans and complete a log of your coaching and mentoring activity.

At the end of the programme you will have a 30-minute “endorsement” telephone call with your CMS- the purpose of this is for you both to discuss your evidence against the learning outcomes and for your CMS to let you know if they recommend you send your file for assessment.

Your documents will be allocated to an assessor when this point has been reached.

1.0 Qualification learning outcomes

The programme's learning outcomes are taken from the EMCC's 8 Competence Categories, against which you will be assessed for your practical and professional capability at Practitioner level:

COMPTECE CATEGORY	LEARNING OUTCOMES By the end of the programme you will be able to
1. Understanding Self - Demonstrates awareness of own values, beliefs and behaviours; recognises how these affect their practice and uses this self-awareness to manage their effectiveness in meeting the client's and where relevant, the sponsor's objectives	Demonstrate awareness of how your beliefs and values may impact on your coaching work.
2. Commitment to Self-Development - Explores and improves the standard of their practice and maintains the reputation of the profession	Take responsibility for your own development, participating in supervision and maintaining commitment to ongoing CPD.
3. Managing the Contract - Establishes and maintains the expectations and boundaries of the mentoring/coaching with the client and, where appropriate with sponsors	Ensure that the expectations and boundaries of the coaching contract with clients and sponsors are effectively agreed and managed.
4. Building the Relationship - Skilfully builds and maintains an effective relationship with the client and where appropriate, with the sponsor	Build and maintain effective working relationships with clients and sponsors.
5. Enabling Insight and Learning - Works with the client and sponsor to bring about insight and learning	Effectively use skills of listening, asking insightful questions and giving challenging feedback to enable the client to experience insight and learning.
6. Outcome and Action Orientation - Demonstrates approach and uses the skills in supporting the client to make desired changes	Assist and support clients to take responsibility for creating plans and achieving progress against identified outcomes.
7. Use of Models and Techniques - Applies models and tools, techniques and ideas beyond the core communication skills in order to bring about insight and learning	Effectively use recognised coaching models and techniques including those brought by the client, to achieve insight and learning.
8. Evaluation - Gathers information on the effectiveness of own practice and contributes to establishing a culture of evaluation of outcomes	Gather information on the effectiveness of your coaching practice, for continuous improvement.

The full Competence Framework can be viewed at: <http://www.emccouncil.org/webimages/EU/EQA/emcc-competence-framework-v2.pdf> 2.0 Programme overview

2.0 Programme Overview

	Programme events and actions	Hands-on practice	Reading to develop understanding and explore the application of theory to practice	Online learning and self-assessments
Start Sep 16	<p>The OCM Learning Pathway Introductory Webinar (listen anytime)</p> <p>Initial contact with Coach-Mentor Supervisor (CMS)</p>		<p>Book 1 - The Psychology of Executive Coaching: Theory and Application (2nd Edition): Bruce Peltier</p>	<p>The OCM Learning Pathway Module 1 – Pre-Work</p> <p>Practitioner Learning Outcomes self-assessment</p> <p>Upload PLP</p> <p>Download Log of Coaching/Mentoring Activity</p> <p>Pre-Workshop preparation</p>
Month 1 Oct 16	Individual session with CMS	Coaching or Mentoring sessions with identified internal clients		<p>The OCM Learning Pathway Module 2</p> <p>Download the set of 3 Reflective Summaries</p>
Month 2 Nov 16	<p><i>Coaching and the Individual</i></p> <p>1 day workshop on 15 Nov – Psychological Insights</p>	Coaching or Mentoring sessions with identified internal clients		Complete Reflective Summary on Topic 1 – Coaching and the Individual - and upload on Pathway
Month 3 Dec 16	Individual session with CMS	Coaching or Mentoring sessions with identified internal clients	<p>Book 2 – Systemic Coaching and Constellations (2nd Edition): John Whittington</p>	<p>The OCM Learning Pathway Module 3</p>
Month 4 Jan 17	<p><i>Coaching and The Organisation</i></p> <p>1 day workshop (date tbc)</p>	Coaching or Mentoring sessions with identified internal clients		Complete Reflective Summary on topic 2 – Coaching and the organisation - and upload on Pathway
Month 5 Feb 17	Individual session with CMS	Coaching or Mentoring sessions with identified internal clients	<p>Book 3 – Coaching and Mentoring; Practical Techniques for Developing Learning and Performance, (3rd Edition, 2016): Parsloe and Leedham</p>	<p>The OCM Learning Pathway Module 4</p>
Month 6 Mar 17	<p><i>Managing Coaching and Mentoring</i></p> <p>1 day workshop, includes assessed observed practice (date tbc)</p>	Coaching or Mentoring sessions with identified internal clients		Complete Reflective Summary on topic 3 – Managing Coaching and Mentoring - and upload on Pathway
Month 7 Apr 17	<p>Individual endorsement session with CMS</p> <p><u>Submission date: by end of Month 7 (April 2017)</u></p>			<p>The OCM Learning Pathway Module 5 - Evaluation</p> <p>Download and complete Reflective Summary on topic 4 – Evaluation of Learning Journey - plus final PLP - and upload on Pathway</p>

2.1 Further reading suggestions

Further reading suggestions

- Internal Coaching – Katherine St John-Brooks
- Excellence in Coaching – Industry Guide – Jonathan Passmore
- The Mentoring Manual – Julie Starr
- Challenging Coaching – Ian Day and John Blakey
- The Art of Coaching – Jenny Bird and Sarah Gornall
- Executive Coaching with Backbone and Heart – Mary Beth O’Neill

3.0 Evidence requirements and assessment guidelines

3.1 Evidence requirements

When you have completed this qualification, you will be required to provide a submission file containing the evidence that shows you have met all the learning outcomes.

You are expected to present your evidence using the templates provided (Reflection Summaries, Personal Learning Plans and Log of Coaching and Mentoring Practice.)Your evidence must include specific examples when asked whilst adhering to the word count guide.

Below is a checklist of all the evidence you will need to include in your submission file.

3.2 Evidence checklist

Evidence checklist	
Log	A completed Log of your Coach – Mentoring practice: hours spent and the nature of the interventions, with some brief evaluation where possible
Reflective Summaries	A total of 4 Reflective Summaries using programme templates: 1 st on Coaching and the Individual 2 nd on Coaching and the Organisation 3 rd on Managing Coaching and Mentoring 4 th on your Overall Learning from the programme
Your Personal Learning Plans	PLP 1 – an initial PLP for the qualification PLP 2 – a final PLP for on-going learning and development, inc your statement of intent for supervision and CPD

No other documents are required for submission, as all candidates must be assessed equally, based on the same amount and style of evidence provided.

3.3 Qualifying

* *Condition for Qualifying* - Candidates who have successfully completed The OCM's Certificate in Coaching and Mentoring (Accredited with the EMCC European Quality Award at Foundation level) within the last three years , will be awarded a Practitioner level qualification on successful completion of this Certificate in Professional Coach- Mentoring – therefore this qualification acts as an “upgrade” to EMCC Practitioner level in those circumstances.

This qualification programme will be assessed by the submission of a file containing the evidence that the learning outcomes have been achieved and each learning outcome carries equal weight. During assessment, a submission file will be awarded one of the following grades:

- Pass
- Refer

In order to achieve a 'PASS' overall, you must have achieved a pass for every one of the 8 x learning outcomes. A submission file will be marked 'REFER' if evidence in any of the learning outcomes is insufficient. A refer file may only be re-submitted once.

Special Recognition

A discretionary “special recognition award” may be made in the event that a submission file is considered to be truly outstanding. This award would be “proposed” by the assessor and “seconded” by the coach-mentor supervisor.

Accreditation

The practice and professional component of your submission file will be assessed against the following standards:

- the stated learning outcomes of the programme
- EMCC Practitioner Level Competence Categories and the related Capability Indicators.

The learning outcomes on this programme are drawn from the EMCC's 8 coaching Competence Categories.

3.4 Assessment Matrix

The Reflective Summaries are directly linked to the Learning Outcomes, which in turn are derived from the EMCC Competence Framework at Practitioner Level. Providing strong, clear evidence in response to the questions in the Reflective Summaries will ensure you have the appropriate level of evidence for each Learning Outcome.

Learning outcome 1 - Understanding self: Demonstrate awareness of how your beliefs and values may impact on your coaching work.

Competence Category	Pass	Refer
Demonstrates awareness of own values, beliefs and behaviours; recognises how these affect their practice and uses this self-awareness to manage their effectiveness in meeting the client's, and where relevant, the sponsor's objectives	<ul style="list-style-type: none"> Builds self-understanding based on an established model of human behaviour and rigorous reflection on practice Identifies when their internal process is interfering with coachee work and adapts behaviour appropriately Responds to coachee's emotions without becoming personally involved 	<ul style="list-style-type: none"> Inadequate evidence of meeting the Capability Indicators Shows lack of awareness of own preferences, values and beliefs which impact coaching Understanding of self is based solely on own interpretation without reference to external models of behaviour Cannot separate self from client's issues or goals

Learning outcome 2 - Commitment to self-development: Take responsibility for your own development, participating in supervision and maintaining commitment to ongoing CPD.

Competence Category	Pass	Refer
Explore and improve the standard of their practice and maintain the reputation of the profession	<ul style="list-style-type: none"> Demonstrates commitment to personal development through deliberate action and reflection Participates in regular supervision in order to develop their practice Evaluates the effectiveness of supervision 	<ul style="list-style-type: none"> Inadequate evidence of meeting the Capability Indicators Little or no reflection and evaluation of practice Insufficient coaching hours for level of programme Little or no reflection and evaluation of supervision Insufficient hours of supervision for level of programme

Learning outcome 3 - Managing the contract: Ensure that the expectations and boundaries of the coaching contract with clients and sponsors are effectively agreed and managed.

Competence Category	Pass	Refer
Establishes and maintains the expectations and boundaries of the mentoring/coaching contract with the client and, where appropriate, with sponsors	<ul style="list-style-type: none"> Follows the EMCC professional code of ethics or an equivalent Establishes and manages a clear contract for the coaching / mentoring with the coachee and, where relevant, with other stakeholders Agrees a framework for scheduling when, where and how often the sessions will take place Describes own coaching / mentoring process and style to coachee so that client is empowered to make an informed decision to go ahead with coaching / mentoring Recognises boundaries of own competence and advises the need to refer on and possibly conclude contract Recognises when coachee is unable to engage in coaching / mentoring work and takes appropriate action Works effectively with coachee preferences and, where relevant, policies and procedures of the sponsoring organisation Manages the conclusion of the contract 	<ul style="list-style-type: none"> Inadequate evidence of meeting the Capability Indicators Contracting issues not adequately recognised or addressed Contracting between candidate and coachee, and where relevant, the sponsor, has not taken place Contracting between coach and coachee, and where relevant, the sponsor, does not sufficiently address issues required at this level

Learning outcome 4 - Building the relationship: Build and maintain effective working relationships with clients and sponsors

Competence Category	Pass	Refer
Skilfully builds and maintains an effective relationship with the client and where appropriate, with the sponsor	<ul style="list-style-type: none"> Demonstrates empathy and genuine support for the coachee Ensures requisite level of trust has been established for effective coaching / mentoring Recognises and works effectively with coachee's emotional state(s) Adapts language and behaviour to accommodate coachee's style while maintaining sense of self Ensures coachee's non dependence of the coach-mentor 	<ul style="list-style-type: none"> Inadequate evidence of meeting the Capability Indicators Relationship issues not recognised or addressed Coachee comments negatively on the relationship with the candidate Unable to demonstrate empathy with coachee

Learning outcome 5 - Enabling insight and learning: Effectively use skills of listening, asking insightful questions and giving challenging feedback to enable the client to experience insight and learning.

Competence Category	Pass	Refer
Works with the client and sponsor to bring about insight and learning	<ul style="list-style-type: none"> • Demonstrates empathy and genuine support for the coachee • Ensures requisite level of trust has been established for effective coaching / mentoring • Recognises and works effectively with coachee's emotional state(s) • Adapts language and behaviour to accommodate coachee's style while maintaining sense of self • Ensures coachee's non dependence of the coach-mentor 	<ul style="list-style-type: none"> • Inadequate evidence of meeting the Capability Indicators • Relationship issues not recognised or addressed • Coachee comments negatively on the relationship with the candidate • Unable to demonstrate empathy with coachee

Learning outcome 6 - Outcome and action orientation: Assist and support clients to take responsibility for creating plans and achieving progress against identified outcomes.

Competence Category	Pass	Refer
Demonstrates approach and uses the skills in supporting the client to make desired changes	<ul style="list-style-type: none"> • Assists coachee to effectively plan their actions including appropriate support, resourcing and contingencies • Helps coachee to develop and identify actions that best suit their personal preferences • Ensures coachee is taking responsibility for their own decisions, actions and learning approach • Helps coachee identify potential barriers to applying actions • Describes and applies at least one method of building commitment to outcomes, goals and actions • Reviews progress and achievement of outcomes and goals and revises as appropriate 	<ul style="list-style-type: none"> • Inadequate evidence of meeting the Capability Indicators • Behaviours have a negative effect on coachee's ability to make desired changes • Little or no outcome and action orientation displayed in coach's practice • Little or no evidence of how applied coach-mentoring theory to practice • Inconsistent coach-mentoring processes and unable to justify

Learning outcome 7 - Use of models and techniques: Effectively use recognised coaching models and techniques including those brought by the client, to achieve insight and learning.

Competence Category	Pass	Refer
Applies models and tools, techniques and ideas beyond the core communication skills in order to bring about insight and learning	<ul style="list-style-type: none"> Develops a coherent model of coaching / mentoring based on one or more established models Uses several established tools and techniques to help the coachee work towards outcomes Explains and works with models from coachee's context 	<ul style="list-style-type: none"> Inadequate evidence of meeting the Capability Indicators Can describe a range of models, but does not evidence application or evaluation Doesn't take account of coachee's context when selecting models

Learning outcome 8 – Evaluation: Gather information on the effectiveness of your coaching practice, for continuous improvement.

Competence Category	Pass	Refer
Gathers information on the effectiveness of own practice and contributes to establishing a culture of evaluation of outcomes	<ul style="list-style-type: none"> Uses a formal feedback process from the coachee Has own processes for evaluating effectiveness as a coach-mentor 	<ul style="list-style-type: none"> Inadequate evidence of meeting the Capability Indicators Relies on 180 feedback only, without other processes to evaluate effectiveness of coach-mentoring Handles feedback in a way which has a negative impact on the coachee, and where relevant, sponsor Manipulates feedback to suit own ends

4.0 Submission file requirements

4.1 Submission file process

You will need to present your online submission file in accordance with all the submission file requirements provided by The OCM and submit your file by the required deadline (see your Programme Overview on Page 4).

When you have completed your submission file and submitted it for assessment online via The Learning Pathway, you should notify your CMS. You will have a 30 minute telephone interview with your CMS; the purpose of this is to enable your CMS to further explore with you, your competence in any or all of the Learning Outcomes, in order that they can endorse your submission for assessment. Your CMS will confirm that they have read all the written evidence and in their opinion:

- the submission file is your own work
- the file contains all the necessary evidence
- they believe the evidence meets the minimum standards for the award
- you can be recommended for assessment

This confirmation will be attached to your online submission file and be made available online to The OCM Assessor for final assessment and award of the qualification, if appropriate.

In the event that The OCM Assessor deems that further development is needed (Refer) before you can be awarded your qualification, your CMS will contact you to discuss and agree an appropriate development plan, any additional evidence, and along with any associated additional costs. A second assessment charge of £175 + VAT will be required and be payable before the second assessment takes place.

You will be notified of your result within 6 weeks from when your CMS passes your file into the assessment process. At that time, The OCM will provide successful candidates with formal notification and an award certificate.

The OCM are applying to have this Certificate in Professional Coach- Mentoring qualification programme accredited by the EMCC at Foundation Level. Candidates who previously achieved The OCM Foundation Certificate in Coaching and Mentoring, within the last three years, will be able to use this Certificate in Professional Coach-Mentoring programme as an “upgrade mechanism” and will automatically be awarded the higher level EMCC Practitioner qualification on successful completion of this programme,

4.2 Submission file date and late submission of files

Each candidate is initially registered with The OCM for 7 months from the briefing session date and this is the final date for completion of the programme.

However, the final date for The OCM to receive your submission file is one month before the end of the registration period. The rationale for this deadline is to allow time for any final amendments or additions following feedback from your CMS and for the file to be of a satisfactory standard to pass on to The OCM Assessor before registration expires.

The final date to submit your file for assessment is during month 7, before registration expires at the end of month 7.

You may of course present your submission file at any time before the end of the registration period – you do not need to wait until the deadline date. If the submission file is not received by the above date then you must discuss re-registration with your CMS before your expiry date.

4.3 Completing the Programme

The programme modules and activities are tightly connected and you are expected to engage with all of them in order to maximise your learning and benefit from the incremental experiences they provide to enable you to reach the assessment stage. If you do not maintain your progress to be able to submit your file for assessment before the end of your 7-month registration period then you may not be able to complete and qualify.

In exceptional personal circumstances some leeway may be given as long as you have fully engaged with - and completed - the blended learning activities to date, and your registration has not already expired.

Please contact your CMS for more information about this discretionary option, for which there will be a fee.

4.4 Archiving of online submission files

It is your responsibility to copy any of the submission file documents you would like to retain before your registration expires. Evidence can be made available online for up to 6 months after your registration period, but this archiving cannot be guaranteed.