COACHING POLICY

DOCUMENT HISTORY

DOCUMENT ID	VKPO-LCD-POL-00001

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DATE OF INITIAL APPROVAL	01-25-2018
EFFECTIVE DATE	05-14-2018

LAST REVIEW DATE	12-09-2022

DOCUMENT STATUS (Approved, Disapproved, Pending, Transferred, Obsolete, Abandoned)	APPROVED

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Introduction

Visaya Knowledge Process Outsourcing (VKPO) is committed to the personal development of all employees, whether they are on classroom training, nesting, or already endorsed to their respective roles and departments.

The VKPO's Coaching Policy, as part of the learning and development strategy, supports and enables the delivery principles and significant behaviors leading to improved leadership, change management, succession planning, employee development, and retention capability.

Specific value-driven principles that the company considers a priority are:

- Dedication and Commitment
- Results-Oriented
- Excellence and Innovation
- Accountability and Integrity
- Malasakit through Servant Leadership

Coaching is essentially an employee development tool and forms part of the leadership development program at VKPO. It is a fundamental part of a fast-growing and learning organization, thus seen as the responsibility of all leaders in the company.

The role of the leader is to support each member of the team in their learning and personal development by helping the members overcome difficulties and obstacles through appropriate coaching, providing feedback on progress, and communicating with the managers regarding progress or barriers.

Employees who grasp and recognize their value in the organization tend to perform better in their respective areas of responsibilities both at work and in their personal lives.

1.0 Purpose

The Coaching Policy exists to provide a standardized set of coaching guidelines and principles for the leadership team ensuring alignment with VKPO's Vision, Mission, and Core Values.

Coaching is a tool in helping team members achieve their full potential not just as the company's employees but as individuals who have something good to contribute that positively impacts society.

This Policy outlines how coaching is properly executed per VKPO's coaching model, regardless of department or campaign/project.

2.0 Scope

This Policy covers all Company Leaders, herein identified in Section 3 Definition of Terms; all VKPO leaders must follow and abide by the standards outlined.

3.0 Definition of terms

This section aims to define terminologies to separate the concept of coaching from other development interventions.

3.1 **Action Plans** are a series of related steps needed to carry out a strategy or intervention.

3.2 **Behavior** is the actions, responses, and reactions of an individual, team, or organization.

3.3 **Behavioral Coaching** is the science and art of promoting the performance, learning, and development of the individual or team, facilitating holistic organizational growth subsequently.

3.4 **Client** is a person or organization/business entity receiving VKPO's support and services.

3.5 **Coach** is a VKPO leader who drives positive behavior in each team member to improve individual performances and overall team achievement.

3.6 **Coachee** is a VKPO employee who receives coaching from a designated coach on their performance.

3.7 **Coaching** is a formal, scheduled, and documented discussion focused on the behaviors that will help a team member's metric improve and is therefore consciously collaborative to develop coaches over time.

3.8 **Counselling** has a very different tone and purpose. It comes into play when the employee has issues or challenges affecting their work. Issues could either be personal or professional but are always work-related.

3.9 **Direct Supervisor** is the leader who has immediate responsibility and authority over another VKPO employee.

3.10 **Feedback** is informal meeting or observation, given anytime, real time, and mostly not documented; given based on how the team member performs and behaves and is; therefore, often corrective, but can also be constructive.

3.11 **Leader** is defined as any VKPO employee who holds authority and influences the team members to execute their respective roles and defined responsibilities accordingly.

3.12 **Performance** is a VKPO employee's standing as displayed on the scorecard metrics such as, but not limited to, Productivity, Attendance, Capabilities, and Quality.

3.13 **POLITE Coaching App** is Visaya KPO's coaching application currently used as a tool in conducting coaching sessions and touchpoint meetings. It is authored and maintained by the Capability Development team and the Workforce Department Programmers. Current version is V2.08.

3.14 **POLITE Coaching Web** is Visaya KPO's coaching tool version that can be accessed by the internet browser. It is designed to improve the leaders and members' experience when doing coaching sessions.

3.15 **Redirecting** is a language a VKPO coach uses that calls out attention to the coachee's damaging behavior or decisions that may result in non-performance. This approach aims to correct the coachee's behavior.

3.16 **Reinforcing** is a language that a coach uses which draws attention to the coachee's skills, positive efforts and attitudes, and quality work to ensure that coachee finds value in doing the tasks he is currently doing. This practice highlights good behavior motivating the coachee to maintain or improve further.

3.17 **Touchpoint Meeting** is a short and informal interaction between leaders and subordinates. It usually lasts 10 to 15 minutes and can be done in groups or one-on-one.

4.0 General guidelines of the policy

The POLITE (Prepare, Open, Last Session, Identify Behavior, Transfer Skills, End Session) coaching model exists to standardize the coaching process of the company to ensure alignment with VKPO's Vision, Mission, and Core Values. The Leadership team has to protect the integrity of the coaching process by doing the following:

4.1 The Coach's Direct Supervisor conducts at least three (3) random or scheduled observations within the month during the coaching sessions as set by the coach with any of their team members.

4.2 The Direct Supervisor shall use the POLITE Coaching Observation form during the session.

Refer to Appendix D.

4.3 The direct supervisor observing the coaching has to assess the entire session and provide feedback by discussing the scores after.

4.4 The passing score is eighty five percent (85%).

Refer to Appendix C.

4.5 The Direct Supervisor shall then file the observation form for reference. This form may also serve as supporting document of the coaching done with the Coach.

4.6 Both Coach and Direct Supervisor shall agree on a follow-through, especially when the Coach has a failing grade on the observation form.

5.0 Process Details

5.1 **Pre-Coaching Policy**

5.1.1 Coaching with a team member begins when thereunder listed are observed:

a. Team member shows improvement on any of the following metrics if applicable:

1. Quality Assurance (QA) Score
2. Attendance
3. Productivity
4. Capabilities
5. Training Satisfaction
6. Budget Management

b. Team Member exhibits a skill gap – inconsistency in performance or sudden drop thereof.

c. Displays a change in behavior directly affecting their metrics.

d. Demonstrates actions affecting compliance to the company policies as provided in the Code of Discipline (COD).

5.1.2 All leaders are expected to do coaching sessions with their team members at least once weekly across all departments.

Refer to Section 6 Sanction Clause and Section 7 Exemption Clause for details on frequency and exemptions.

5.1.3 The Coach shall review the Coachee's performance by checking the previous scorecard and the week to date (WTD) report, if applicable.

5.1.4   The Coach shall identify the skill gap trends and determine whether the probable cause of the behavior is a skill or will issue. The recommended standard is Blanchard's Situational Leadership Model or the Skill/Will Matrix to guide the leader through this task.

Refer to Appendix E.

5.1.5   The following recommendations are to help identify trends further:

a.   Specific to Operations, the Coach is required to review at least two (2) transactions or delivery outputs per agent per week before scheduling a coaching session. If the agent is a bottom performer, the Coach shall do a 3-transaction or delivery review.

b.   For other Departments, the Coach may review at least two (2) task delivery outputs relevant to the behavior coached on before scheduling a coaching session.

c.   The Coach shall refer to the weekly Quality Assurance Evaluation for the team member, if applicable.

d.   The Coach must review any interaction history with the team member to identify behavioral trends further.

5.1.6   The Coach shall prepare both a softcopy (using the current POLITE Coaching App or the Google form) and a hardcopy of the coaching form indicating the specific item(s) for discussion. The Coach must submit signed copies to Human Resources Department (HRD) for filing every week or every other week.

5.1.7   The Coach shall schedule the coaching session with the Team Member by sending an email invite at least a day before the set date with the specified time and venue/location.

5.1.8   All coaching sessions must be done face to face or through a VKPO Microsoft Teams Video/Audio Call, or Google Meet (EPI), whether on-site or Work from Home (WFH). Discussion on observed behaviors or situations through email interaction is considered a feedback attempt or another form of documentation and not a coaching session.

5.1.9   The Coach shall send session invites primarily to the Coachee's VKPO email. If the Coachee does not have a VKPO email, a personal email is acceptable, provided it is the one registered currently in the Human Capital Management (HCM) portal.

5.1.10 All offenses categorized under **Zero Tolerance** must be coached by the leader **immediately or no later than eight (8) business** hours from when they have been observed or reported. However, when the misconduct directly impacts VKPO's operations and its relationship with the clients, the Coach must do a coaching session **immediately or no more than twenty-four (24) business hours** from when it was observed or reported.

5.1.11 If a team member is absent or on leave for three (3) consecutive days or more than three (3) days in a week, then they may be exempted from a coaching session for the week depending on the reason for the absences and the impact on the team, client, and the company.

5.2 Coaching Policy

The Coach and the Coachee must understand what transpires during the coaching session; hence, this section. All coaches are expected to use the VKPO coaching model – P.O.L.I.T.E. (Prepare, Open, Last Session, Identify, Transfer, and End) – during the session.

5.2.1 All the necessary documents, such as the copies of the coaching forms, must be printed (filled out on the POLITE Coaching App) before the actual coaching session begins.

5.2.2 The Coach shall set the mood and remain professional during the coaching session.

5.2.3 Expectations must be set clearly by stating the purpose of the session and its duration.

5.2.4 Depending on the complexity of the item(s) for discussion and its impact to the Coachee, team, client, and the company, a coaching may be done in a minimum of fifteen (15) minutes or up to a maximum of one (1) hour per session.

5.2.5 The Coach must allow the Coachee to recall what transpired from previous interactions to better transition to the current discussion.

5.2.6 The Coach must then guide the Coachee in identifying options to reinforce strengths or action plans to address areas for improvement. Action plans must be SMART (Specific, Measurable, Attainable, Relevant, and Time-bound).

5.2.7 The Coach may use coaching approaches suited to the Coachee's needs, such as but not limited to, Role Model, Call Listening, Self-coaching, Role Play, or Question & Answer.

5.2.8 Based on the action plans the Coachee created, the Coach shall design their action plans to ensure the support that the Coachee deserves.

5.2.9 The Coach shall then summarize the session by doing the following:

1. Check for understanding – ask the Coachee if action plan is clear.
2. Set expectations – understanding of sanctions if there are any.
3. Agree on the follow-up coaching time and date that would make sense to follow up, e.g., a week, two weeks, or a month following the last session.

5.2.10 Both the Coach and the Coachee must sign the printed coaching form as prepared. Although the POLITE Coaching Application triggers an acknowledgment email sent to the Coach and the Coachee, only the latter needs to acknowledge the session within 24 to 48 hours from the end of the session, by clicking a link bearing the coaching session ID generated by the app. All acknowledgment email messages are sent to the coachee's email address registered on the Human Capital Management (HCM) tool.

5.3 Post-Coaching Policy

It is the Coach's responsibility to make sure that success of the coaching session is determined properly and that he sets a follow-through hence this policy.

5.3.1 The Coach is expected to file a copy of the signed document and submit it to HRD every week or every other week.

5.3.2 A team member with complete attendance must have at least four (4) sessions with the Coach in a month. Frequency of the sessions may change depending on the Coach to Coachee ratio per team per campaign/department.

5.3.3 For adjustments of the coaching goals due to irregularities, a request for exemptions must be submitted to the Coach's direct superior through email, putting the next level superior on the copy field.

5.3.4 The Coach's direct superior must ascertain that all coaching logs – softcopy and hardcopy – are documented (using the POLITE Coaching App or POLITE Coaching Web) and filed accordingly. They must verify with HRD the receipt of the signed document, especially those which involve negative behaviors resulting to the violation of any of the rules in the COD.

5.3.5 The HRD personnel is responsible for archiving all filed hard copies of the coaching logs within two (2) years and storing them in a designated filing cabinet. All archived coaching logs must be readily available and accessible for any request to revisit the same.

5.3.6   The Coach must review the expectations set with the Coachee during the last session by monitoring the agent's performance.

6.0 Sanction Clause

The Coach must comply with the provisions of this policy. In the event of non-compliance, we refer to the Table of Offenses and Classification of Offenses and Disciplinary Action as provided for in the VKPO's Code of Discipline (COD) in determining appropriate sanctions.

The applicable sanctions are dependent on the reasons established and proven under specific COD Rules, Sections, and Provisions.

A coach may also be in direct violation of any of the existing COD Rules and Standards.

An appropriate prescriptive period of the violation mirrors the Code of Discipline (COD).

7.0 Exemption Clause

Due to some restrictions brought about by some role-specific functions, specific departments are deemed exempt from the minimum of four (4) coaching sessions per agent/employee per month.

Refer to the provisions cited in Section 5.1 under Pre-Coaching Policy, specifically 5.1.2.

7.1 The Finance (FIN), Management Information System (MIS), Workforce Department (WFD), Business Development Department (BDD), Client Services Department (CSD), Compliance and Risk Management Department (CRM), Audit and System Certification (ASC), Security, Facility and Administration Department (SFA), and Human Resources Department (HRD) may do coaching with each of their respective team members at least once monthly.

7.2 All Trainers handling classes are expected to do at least one coaching for performance or behavior within the training period to help ensure the trainees, especially the bottom performers, have the opportunity to move to the nesting phase of training.

7.3 Coaching sessions done by Quality Assurance Analysts and Assistant Quality Analysts with agents are not covered by this code; hence, the number of coaching they do comply with the department's internal coaching guidelines.

7.4 Other exemptions maybe agreed upon and approved by both ManCom and ExCom.

8.0 Revision of the Policy

This Policy shall be revised as the need arises wherein modifications and adjustments shall be added as witnessed and approved by the signatories of this protocol.

Refer to page 16 of this document.

Amendments to the policy shall then be published via email no later than a week after the written approval of the company president.

9.0 Retention of documents covered by this policy

9.1 All coaching sessions shall be documented using the POLITE Coaching Application as maintained by the Workforce Department Programmers as well as the Capability Development Senior Manager and Organizational Development Training Lead.

9.2 The organization has the prerogative to retain copies of the coaching sessions as long as the employee is still with VKPO. However, retention must be up to seven (7) years from when they officially separate from the company.

9.3 Signed physical copies of the coaching sessions shall be retained according to HRD's prescribed timeline.

See Section 5.3.5.

10.0 Appendices

Appendix A The Coaching Form

I.   Parts of the Coaching Form

1. Name
2. Employee ID #
3. Campaign/Department
4. Employee Start Date
5. Direct Supervisor
6. Coaching Date
7. Scan ID
8. Site
9. Follow-up Coaching Date
10. Designation
11. Coaching Category
12. Coaching Sub-category
13. Root Cause Category
14. Points of Discussion
15. Cause
16. Effect
17. Employee's Action Plan

18. Effectivity Date
19. Leader's Action Plan
20. Effectivity Date
21. Coached by
22. Noted by
23. Acknowledged by
24. Coach email address
25. Coachee email address

II.   The Forms

Form A (POLITE Coaching App V2.08) – for both On-site and Work From Home (WFH) Users.

Refer to Appendix B for the APP set-up instructions.

Form B (Google Forms) – for Work from Home (WFH) Mac Users

https://forms.gle/8gZipc2aXTeeHWxq7

VISAYA

POLITE

VKPO-LCD-Form B-V02
Effective Date: 03-23-2021

COACHING FORM (WFH)

NOTE: All Names must be written following the STANDARD capitalization rules: Glenda Margatinez or Glenda B. Margatinez.

To preserve the integrity of the data and the confidentiality of the coaching discussions, the "edit after submit" capability has been added instead.

Any request to access specific coaching entries must be coursed through OD (c/o Glenda Margatinez or through your respective Senior Managers, Operations Manager, and Assistant Managers). Request must be done within 24 to 48 hours prior to your scheduled coaching session.

Kindly provide feedback through VKPO email to ensure we are able to take care of your concerns in a timely manner.

Appendix B The POLITE Coaching App V2.08 Set-up Instructions 2022

https://vkpohq.sharepoint.com/:w:/s/OrganizationalDevelopment2/ER2EENFx8SBBqkstYkTpe2UBt2RCGpOyOgDzigotNaCCRw?e=2kfoYB

Appendix C The POLITE Coaching Observation Grading System

The manager/observer uses this from to input points to get the weighted score of the leader being observed. This is designed for use during the Triad Sessions.

OBSERVER COACHING GRADING SYSTEM

POLITE STEPS	Score	Weight	Grade
PREPARE		15%	0
OPEN		10%	0
LAST SESSION		10%	0
IDENTIFY		25%	0
TRANSFER		30%	0
END		10%	0
FINAL OBSERVED COACHING SESSION GRADE			0.00

Instructions:

- Write on white cells only. Grayed out cells contain the formula.
- For POLITE Steps with NA Scores (Not Applicable steps) as indicated in the Observation Form, give a score of 3.0.

Appendix D POLITE Coaching Discussion Form

This is used for observed Coaching Sessions – used by manager or any observer of the Coaching Session (TRIAD Session).

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COACHING DISCUSSION – POLITE OBSERVATION FORM

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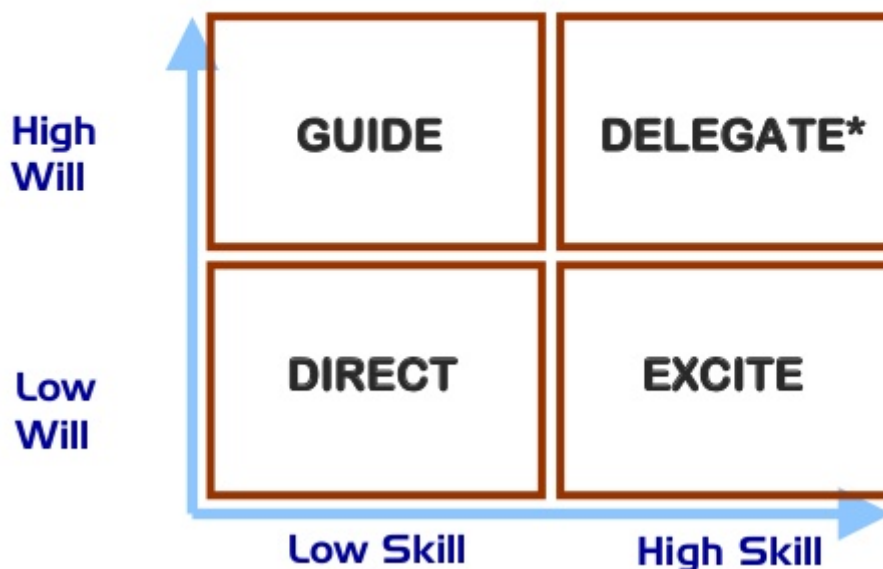
Campaign/Department:		Date:	
Coach:		Length of Discussion:	
Frequency & Schedule:		Observed by:	

Steps	Standards	Yes / No	Weight (100%)	Points (18)	Scores (100%)	Comments
PREPARE	☐ Identified areas for improvement ☐ Wrote areas of strength ☐ Wrote potential TL action items ☐ Identified the root cause (Skill vs. Will)		15%	1.0	5.00%	
OPEN	☐ Greeted the agent ☐ Established rapport with agent ☐ Stated purpose of discussion ☐ Stated importance of the discussion ☐ Stated the objective and agenda ☐ Asked agent for inputs in the agenda and encouraged participation ☐ Segue into the discussion		10%	1.0	3%	

LAST SESSION	☐ Had agent review performance report
	☐ Asked agent to do self-evaluation on areas of strength
	☐ Asked agent to do self-evaluation on areas for improvement
	☐ Confirmed or corrected self-evaluation by giving specific examples
	☐ Facilitated identification of root cause/s to determine
	    ○ Skill or knowledge issue
	    ○ Attitude or willingness
	☐ Provided accurate information
	☐ Used key principles appropriately
	☐ Used process skills (CFU and Make Procedural Suggestions) appropriately
			10%	1.0	3%	

IDENTIFY	☐ Guided the agent in identifying options to reinforce strengths ☐ Guided the agent in identifying options (such as skills building exercises or ☐ Provided accurate information ☐ Used key principles appropriately ☐ OR Used Process skills (CFU and Make Procedural Suggestions) appropriately		25%	1.0	8%	
TRANSFER	**Addressing Willingness Issues** ☐ **Not Applicable** ☐ Validated if it is a willingness issue: Ex. "If your promotion depended on ☐ Asked about benefits for the campaign/department, team, and the agent. ☐ Asked about consequences ☐ Used agent's inputs to gain commitment ☐ Get into WHO DOES WHAT/HOW/ by WHEN ☐ Properly demonstrated the 5 Steps in Setting Compelling Expectations		30%	1.0	10%	
END	☐ Highlighted important features of the plan ☐ Summarized agreements and key takeaways ☐ Checked confidence level ☐ Set mastery date for AFI ☐ Set follow up date or schedule next coaching session ☐ Thank the agent		10%	1.0	3%	
			100.00%	6.00	33.33%	
FINAL OBSERVED COACHING SESSION SCORE						

COMMUNICATION ASSESSMENT

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Language Component	Description	Comments
GRAMMAR	**Subject-Verb Agreement, Articles, Prepositions, Verb Tenses, and Word Usage**	
PRONUNCIATION	**Vowels, Consonants, Liaisons / Syllabification, and Word Stress**	
COMMUNICATION STYLE	**Listen, Empathize, Acknowledge, Paraphrase (LEAP)**	

Appendix E The Skill-Will Matrix

The Skill/Will Matrix

	Low Skill	High Skill
High Will	GUIDE	DELEGATE*
Low Will	DIRECT	EXCITE

Created by:	Reviewed by:	Approved by:
(signature)	*(signature)*	
Glenda B. Margatinez	**Joseph M. Hernandez**	**Cesar "Butch" Valenzuela**
Organizational Development Training Lead - LCD	*Manager* - LCD	*VKPO President*
	(signature)	
	Kristine G. Gamilla	
	Assistant Director – BDD	CSD	

VERSION HISTORY				
VERSION	**DATE**	**DESCRIPTION**	**AUTHORED BY:**	**APPROVED BY:**
1.00	05-14-2018	Policy Approval	Glenda B. Margatinez	Kristine G. Gamilla
2.00	02-17-2022	Policy Revision Approval	Glenda B. Margatinez	William A. Hubahib
3.00	12-09-2022	Policy Update on Web version & Coaching acknowledgement. Transferred to standard policy template.	Glenda B. Margatinez	Joseph Hernandez