

***FACS Learning and Development
Specialist Homelessness Services Coaching Program
2016
Evaluation Report***

Prepared by

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Overview of the Coaching Program

Since 2011, FACS Learning and Development Directorate (FACS L&D) has been providing executive coaching as a professional development intervention for executive officers and managers in the Specialist Homelessness Services (SHS) sector. This evaluation relates to the fourth iteration of the SHS coaching program.

The coaching program was in recognition that the service providers within this sector were not-for-profit non-government organizations taking on expanded responsibilities for the provision of homelessness services under the government initiative *Going Home, Staying Home*. A key to the success of this initiative is effective middle management within the responsible NGOs. Coaching at this level has proven very effective in delivering the quality of service required by the government initiative.

In all, 45 SHS executives and managers nominated as participants for the 2016 coaching program from 29 NGOs across NSW. From these nominees, 31 were selected to participate as coachees in the 7-hour coaching program. Selection was primarily based on seniority. The coachees' roles varied from CEO to manager levels. Coach matching commenced in March 2016. A list of coachees and their coaches is attached.

Coaching commenced on 21st March 2016 and was completed by 11th August 2016. The general expectation was for 5-6 coaching sessions, each of 60-90 minutes, to be delivered at intervals of about 3-4 weeks. It was also stipulated that the coaching program would focus on issues related to the implementation of the *Going Home, Staying Home* initiative and associated management issues. Coachees were not required to report back to their agencies, except through this voluntary evaluation process.

Coaching was delivered face-to-face for the first session, then by phone or SKYPE for subsequent sessions for regional participants.

The coaching services were provided by Duncan Sutherland, Merryl Semple and Sean O'Toole through a contract between Duncan Sutherland Pty Ltd and Managed Training Services (MTS) acting on behalf of FACS.

Initial communication with NGOs, prospective participants, and successful applicants was undertaken by MTS. Once successful applicants were identified, coach matching was undertaken by Duncan Sutherland. Unsuccessful applicants were advised by MTS. MTS also administered all payments under the contract.

The overall cost of the program was \$103,294.37. (See detailed breakdown below)

The survey results suggest that coaching is a welcome and effective professional development intervention.

Coaching Themes Identified by the Coaches

Theme	PSC Capability	Topics
Personal Attributes	Display Resilience and Courage	<ul style="list-style-type: none"> • Emotional Intelligence • Backing yourself/ confidence as a manager • Enhancing confidence • Stress Management • Performance and workloads • Mindfulness
	Act with Integrity	<ul style="list-style-type: none"> • Having authentic conversations • Values clarification and alignment
	Manage Self	<ul style="list-style-type: none"> • Career development planning • Self development through further study • Self-awareness: personality, interpersonal style and values • Personal mission • Thinking time • Self-care and burnout • Role models and mentors
	Value Diversity	<ul style="list-style-type: none"> • Networking
Relationships	Communicate Effectively	<ul style="list-style-type: none"> • Questioning and listening skills • Clarifying expectations • Managing conflict • Having authentic conversations • Dealing with interruptions • Coaching skills for managers • Providing constructive feedback
	Commit to Customer Service	<ul style="list-style-type: none"> • Assessing client satisfaction • Meeting client needs
	Work Collaboratively	<ul style="list-style-type: none"> • Meeting skills • Team building • Networking • Working effectively with the Board of Management
	Influence and Negotiate	<ul style="list-style-type: none"> • Rapport building • Managing external stakeholders • Advocacy for the sector • Sector thought leadership • Managing up

Theme	PSC Capability	Topics
	Leadership effectiveness	<ul style="list-style-type: none"> • Enhancing new manager presence and role boundaries • Strengths based leadership • Leadership styles: Transactional and transformational leaders • Proactive and reactive leadership
Results	Deliver Results	<ul style="list-style-type: none"> • Time management • Strategic thinking • Business planning • Growing the business by finding more clients
	Plan & Prioritise	<ul style="list-style-type: none"> • Updating policy and procedures • Urgency and importance • Strategic analysis and planning • Strategy to action
	Think and Solve Problems	<ul style="list-style-type: none"> • Environmental scanning
	Demonstrate Accountability	<ul style="list-style-type: none"> • Stepping up into the manager's role • Setting high standards
Business Enablers	Finance	<ul style="list-style-type: none"> • Understanding the budget development process • Reading financial documents
	Procurement and Contract Management	<ul style="list-style-type: none"> • Merger management
	Project Management	<ul style="list-style-type: none"> • Introducing a new program
People Management	Manage and Develop People	<ul style="list-style-type: none"> • Staff on probation • Managing under-performance • Performance development • Differentiating harassment from supervision • Giving effective feedback • Roles and accountability • Capability framework development • Workplace Climate and Culture
	Inspire Direction and Purpose	<ul style="list-style-type: none"> • Clarifying purpose • Values alignment • Linking business purpose to frontline tasks • Strategic priorities • Strategic risk analysis
	Optimize Business Outcomes	<ul style="list-style-type: none"> • Deployment of resources for greatest effectiveness

Theme	PSC Capability	Topics
	Manage Reform and Change	<ul style="list-style-type: none"> • Structural change and staffing • Change fatigue • Implementation of GSH

Evaluation Responses: Coachees

A total of 20 of the 31 coachees (65%) provided survey responses.

Areas of Focus in Coaching

Below are the top areas of focus, as well as those least addressed, during coaching.

Most popular areas of focus:

1. Self management (70%)
2. Effective interpersonal communication (listening, questioning, feedback) (60%)
3. Engaging and motivating staff (60%)
4. Managing poor performers (40%)

Least popular areas:

1. Monitoring evaluating and reporting on business performance (10%)
2. Career change (10%)
3. Budget, finance and resource management (10%)
4. Managing client relationships (5%)
5. Government policy implementation (0%)
6. Compliance with tender requirements (0%)

Evidence for Coaching Effectiveness

The coachees cited the following evidence that coaching was having the desired effect:

1. Coaching is helpful for my reflection and insights (90%)
2. I've made changes or improvements in my coaching issue(s) (85%)
3. I am more confident about my ability to manage my situation (70%)
4. I would continue with coaching if I had the opportunity to do so (65%)

As an additional comment, one coachee wrote:

"I have become more structured in my approach and are able to distinguish urgent v's important but not urgent- prioritizing"

Another wrote:

"As a new manager I found the coaching very beneficial in understanding my role and myself as a manager."

Benefits of Coaching for Coachees

The coachees identified the following as the greatest benefits that they derived from coaching. Also listed are the lowest ranked benefits.

Highest ranked benefits for coachees from coaching:

1. Coaching has boosted my confidence and work satisfaction (75%)
2. Coaching made my role more satisfying and enjoyable (65%)
3. Coaching has helped me to do my job better (65%)
4. Coaching allows me to find my own answers (65%)

Lowest ranked benefit was "I can now manage under-performers better using catching techniques" (25%).

One coachee commented as follows:

"I absolutely would prefer coaching to supervision I believe that it provides more benefit and knowledge"

Another coachee said:

"Coaching gave me a way to benchmark my role."

Reasons for Little or no Progress in Coaching

All but one of the 20 respondents (95%) said that this question didn't apply to them because progress had been made.

One coachee said that they didn't have enough time.

One coachee made the following comment:

"The first coach was not a real fit to my role and background. The second was more suitable"

Who Should Receive Coaching?

The respondents rated the following as the highest priorities for coaching:

1. Staff who need reinvigorating in their role
2. Staff who are having performance difficulties in their role
3. Staff who are new to their role

The lowest ranked targets for coaching were:

1. Staff who are high performers in their role.
2. Staff seeking to leave their organisation or the welfare sector.

Likelihood of Recommending Coaching

All 20 respondents answered this question. Of these 15 (75%) said they were extremely likely or very likely to recommend coaching to their colleagues. A further 20% said they were very likely to recommend coaching.

How could the SHS coaching program be improved?

The following suggestions were made by 12 respondents:

1. Senior Managers would benefit from a coaching program however there appears to be a lack of interest in the community sector with more uptake from middle management.
2. It was a very useful program. No improvements that I can think of. My coach was excellent.
3. Longer period would be better, potentially a 12 month program. Facilitating more face to face meetings for regional/rural participants.
4. As this program was aimed at SHS managers, it would be useful to hold a one day group session; not totally focused on our roles but designed to exchange real world experiences.
5. I had Duncan Sutherland as a coach and I wouldn't change a thing.
6. I would have liked the 360 degree review to have been within the costings of the coaching. I was fortunate that my organisation paid for this but this is not affordable for many NGOs.
7. The SHS coaching program was fantastic and wished that this went longer as my coach was fantastic and provided some great tools and support during my time. Would like to see this as a service that would have a "re-visit" option that you could link up with your coach in say 6-12 months to see any development or further support. Love the fact that the coaching is very independent to the organisation and allows for that trust and openness.
8. Depending on the length of funding provide follow up coaching on yearly basis for approx 4 sessions to check progress.
9. a regular program allocation of 7 weeks offered twice per year at flexible times to all managers would be great. We could better plan for coaching to align with key projects or environmental challenges.
10. I don't think it can be improved as it is excellent but I think that more sessions would be beneficial, (10)
11. Perhaps telling people what to expect. Transparency around how coaches are allocated to individuals (and who / what is available). Discussion around time frames.
12. Would be good to re-meet after 12 months as a follow up/check up.

Closing Comments by Coachees

Below are the closing comments from the 11 coachees who responded to this question.

1. Unfortunately as we are not in a main centre my face-to-face meetings was limited. I realise that circumstances & lack of resources caused this, however, it would have been good to meet in person rather than phone.
2. For the coaching experience to be effective there needs to be a good match between coach and coachee, in my case it worked very well.
3. Overall I thought the coaching program was an excellent opportunity for myself and the organisation, particularly following the large amount of change the sector has gone through recently.
4. Merryl was excellent - I highly recommend her and this program. Would appreciate a stage 2 if available in the future to build on this foundational experience.
5. This program reinvigorated me and assisted me in discovering my own style as a Manager and also gave me the confidence to stand my ground and set goals for my professional development.
6. Have thoroughly enjoyed and increased knowledge since coaching and prefer it above supervision. It provided me with the skills and tools to find answers in relation to management, governance, communication etc. Coach was highly knowledgeable and diverse in showing pathways to change rather than prescribing solutions.
7. Thank you. It's been a valuable opportunity which has helped me become a better leader.
8. I thoroughly enjoyed the experience. It was challenging and rewarding and has provided me with increased confidence in my role and some great ideas around structure and prioritising issues. Thank you for the opportunity.
9. My coach was very help and supportive and inspiring, I learnt and grew so much from my coach and believe that I am a much better Manager because of his coaching.
10. I enjoyed process very much. A 'check in' or recap opportunity 6 months or so after completion of sessions would be useful.
11. Wondering if there is any acknowledgement of taking part in the process - Statement of Participation etc.?

Coach Matches

First	Surname	Position	Business	Coach
Julie	Acton	Program Manager	Northern Sydney Youth Homelessness Service	Merryl
Paul	Adabie	Manager	Boarding House Outreach Service	Sean
Wendy	Craig	Program Manager	Barnardos	Duncan
Leanne	Crilly	Regional Manager	Vinnies	Sean
Angela	Croney	Family Centre Manager	Waitara Family Centre	Sean
Janette	Dale	Coordinator	Louisa Domestic Violence Service	Duncan
Frans	de Ruijter	Service Manager	Monaro Community Access Service Inc.	Duncan
Vanessa	Donald-Smith	Manager	West Connects Domestic Violence Service	Duncan
Kath	Donovan	Manager	Great Lakes and Manning Youth Homelessness Service	Merryl
Bianca	Edwards	Program Manager	Hornsby Waitara Children and Families	Sean
Una	Garland	Client Services Manager	Uppper Hunter Homeless Support	Duncan
Nicole	Julien	Manager, Child, Youth and Family Services	Connecting Home - Northern Youth - The Family Centre	Merryl
Rebecca	Kelly	Community Services Manager	Samaritans Youth Accommodation	Duncan
Michell	Kilroy	GSHS Coordinator	Wandiyali	Duncan
Jillian	Knight-Smith	Executive Officer/Manager	Women Up North Housing Inc	Merryl
Lesley	Labka	Manager, Shoalhaven Services	SAHSSI	Merryl
Thuy-Vi	Le	Manager	Upfront Youth Homeless Program - South West Sydney	Merryl
Lenore	Little	Client Services Manager	Uppper Hunter Homeless Support	Duncan
Lekie	Mafoe	Regional Manager	PALM & CALM - Sydney	Merryl
Leanne	Newac	Acting Manager	West Connects Domestic Violence Service	Sean
Jenn	O'Sullivan	Manager	Path 2 Change	Duncan
Jon	Park	Client Services Manager	YES Youth and Family Services	Sean
Ken	Payne	Manager	Gurehlgam Corp	Sean
Jenny	Ranft	Manager, Community Services	Wentworth Housing	Sean
Sally	Ringrose	Transition and Community Programs Manager	Community Restorative Centre - Broadway	Sean
Tamara	Sequeira	Service Manager	Neami National Way2Home	Merryl
Cathy	Serventy	Manager, Outreach Team	Connecting Home	Merryl
James	Townsend	Program Manager	Inner West Youth Homelessness Service	Sean
Joanne	Williams	Operations Manager	Moree Area Homelessness Services	Sean
Carla	Wilson	Team Leader	Vinnies	Merryl
Kate	Witherdin	Program Manager	Options Youth Services	Duncan

N=31

Financial Breakdown

The overall cost of the 2016 SHS Executive Coaching program for 31 participants was \$103,294.37. The detailed breakdown of this expenditure is below.

Month	Coaching Hours	Travel Time Claim	Travel Costs	Coaching Fees	GST	Total
March	10.5	\$2,400.00	\$658.63	\$3,937.50	\$519.61	\$7,515.74
April	49.0	\$3,600.00	\$1,843.90	\$18,375.00	\$2,381.89	\$26,200.79
May	67.0	\$1,200.00	\$854.86	\$25,125.00	\$2,717.99	\$29,897.85
June	44.0	\$1,200.00	\$1,122.72	\$16,500.00	\$1,882.27	\$20,704.99
July	42.0	\$0.00	\$0.00	\$15,750.00	\$1,575.00	\$17,325.00
August	4.0	\$0.00	\$0.00	\$1,500.00	\$150.00	\$1,650.00
Total	216.5	\$8,400.00	\$4,480.11	\$81,187.50	\$9,226.76	\$103,294.37

Report Author

Duncan Sutherland was contracted by Managed Training Services to manage the coaching program, and to provide support and appropriate interventions when required. Part of this management brief was to prepare evaluation reports for the coaching program. Data was collected from participants via an online survey using Survey Monkey.

Duncan is the author of this report.

Appendix: Survey Questions of Coachees

You have recently completed the SHS Executive Coaching Program. This short confidential survey will help us to assess what difference executive coaching is making, and how we can improve the program in the future. Thank you in anticipation for your feedback.

Question 1: What were the main areas of focus with your coach? (Select as many as are applicable)

- Career change
- Career path planning
- Compliance with tender requirements
- Delivery of business results (successful delivery of homelessness services)
- Effective interpersonal communication (listening, questioning, feedback)
- Engagement and motivation of staff
- Government policy implementation (such as GSHS, Ability Links)
- Implementation of business processes and procedures
- Management of budgets, finance and resource
- Management of client relationships
- Management of poor performers
- Managing up
- Monitoring, evaluation and reporting on business performance
- Self management, (such as emotional intelligence, resilience, mindfulness)
- Strategic and business planning
- Work/life balance
- Other issues or topics (please specify)

Question 2: What evidence can you cite about the effectiveness of your coaching experience? (Select all options that are applicable)

- I developed a plan of action or professional development plan as a result of coaching
- I am addressing a real workplace problem with the help of coaching
- I have made changes or improvements in my workplace challenge(s)
- A coaching goal has been, or is being achieved
- I am more confident about my ability to manage my situation
- I'm able to implement changes in my workplace based on the action plan developed through coaching
- Coaching is helpful for my reflection and insights
- I've seen improved workplace relationships
- I feel more engaged with my work
- I would continue with coaching if I had the opportunity to do so
- Other evidence (please specify)

Question 3: What benefits did coaching bring to your role? (Choose as many as are applicable)

- Coaching allowed me to find my own answers
- Coaching helped me to build trusting relationships with staff
- Coaching improved staff performance or business outcomes
- I would prefer coaching to regular supervision
- Coaching made my role more satisfying/enjoyable
- I can now manage under-performers better using coaching techniques
- Coaching has helped me to do my job better
- Coaching has boosted my confidence and work satisfaction
- Coaching has boosted my professional standing within my organisation
- Other (please specify)

Question 4: Were there any impediments (if any) to you participating fully in coaching? (Choose as many as are applicable)

- This question doesn't apply, as I made progress
- I didn't have enough time

- I was unprepared for change
- The coach didn't have enough time
- I felt it took too long to get results or action
- I had difficulty making appointments with my coach
- I was not confident about my coach's level of skill as a coach
- I thought coaching didn't work for me as a management tool
- I would prefer the coach to just tell me what to do
- Other impediments to progress (please specify)

Question 5: Which staff should be given the highest priority for coaching? (Rank your choices)

1. Staff who are new to their role
2. Staff who are required to implement a new Government program
3. Staff who are high performers in their role
4. Staff who are high performers in their role
5. Staff who are having performance difficulties in their role
6. Staff who are seeking a change of role
7. Staff seeking to leave their organisation or the welfare sector

Question 6: How likely are you to recommend coaching to your colleagues?

- Extremely likely
- Very likely
- Moderately likely
- Slightly likely
- Not at all likely

Question 7: How could the SHS coaching program be improved?

Question 8: Do you have any other comments, questions, or concerns?