

## TERMS OF REFERENCE

### Coaching & Mentoring Skills For Line Managers

#### 1. INTRODUCTION/BACKGROUND

ChildFund Vietnam is the representative office of ChildFund Australia – an independent and non-religious international development organisation that works to reduce poverty for children in the developing world.

ChildFund Australia is a member of the ChildFund Alliance – a global network of 11 organisations which assists more than 14 million children and families in 63 countries. ChildFund Australia is a registered charity and is fully accredited by the Department of Foreign Affairs and Trade which manages the Australian Government’s overseas aid program.

ChildFund began working in Vietnam in 1995 and operates community development programs in the areas of education, water and sanitation, sustainable livelihoods, child rights and child protection, food security, and maternal and child health, including HIV prevention. With a strong focus on building the resilience of young people, ChildFund also gives children and youth the opportunity to take part in sports, vocational education and life skills training, and supports their participation in local decision-making processes.

ChildFund’s programs are being implemented across the northern provinces of Bac Kan, Cao Bang and Hoa Binh, where the majority of people are from ethnic minority groups, often the most vulnerable or marginalised sections of the population.

#### **Key challenges for ChildFund Vietnam’s managers**

Building and improving the effectiveness and productivity of employees, enabling them to identify long term objectives for right direction toward their capacity development and the organisational strategic goals during their daily work performance are one of the most important tasks of a manager in people management role. In ChildFund, where most line managers came to the managerial positions from the original technical/specialist role, being not comprehensively trained on how to manage people, most of people management skills were gained through the day-to-day experience. Thus our line managers are suffering certain challenges in people day to day management, especially how to manage poor performance, how to mentor and coach staff to enable their best performance. The major challenges, obstacles and barriers managers always mention are:

- Lack of time to best listen to all the staff members' ideas;
- Don't know how to build trust in staff members;
- Cannot resist trying to find the answer for staff;
- Being inclined to guide and tell staff what to do;
- Find it difficult in raising questions to the staff members and to make them open to share their difficulties/concerns at the workplace;
- Staff of poor performance doesn't improve much regardless line manager's frequent guide and reminds;
- ....

With the aim to provide line managers adequate knowledge and skills in helping their staff member gain clarity about their motivation, aspirations, and commitment to change, ChildFund looks for a qualified professional trainer on delivering a **training on Coaching & Mentoring Skills** for all our line managers. We believe the coaching skills can enable line manager to enable their team members to visualise the future, generate options for achieving the goal, clarifying how each

individual can contribute, and give feedback on progress towards achieving it, at the consequences the management can build up their staff competencies for higher responsibilities and the management can have more time for their management and strategic role for the organisation further growth and development.

## **2. COURSE OBJECTIVES**

- Provide effective coaching skills;
- Things you can put into immediate practice;
- Listening and responding skills;
- Motivating and guiding;
- Giving effective feedback;
- Dealing with confidence issues;
- Be able to manage poor performance with follow up and through for better performance within targeted timeline
- Assisting with professional and personal development;
- The difference between doing, telling and coaching;
- Learning the value of patience.

## **3. EXPECTED RESULTS**

By the end of the training a set of training materials is developed, including coaching slides, reference materials and report of the training; and participants can

- Outline the coaching process and the role of the coach;
- Understand coaching impact on the team;
- Learn the most updated coaching models for maximum effectiveness;
- Use the tools, techniques and tips for coaching effectively at work, enabling staff to be active at solving their work issues;
- Explain what a coach can and cannot do;
- Be warned of the pitfalls and traps coaches can experience;
- Practice coaching sessions to others, with specific models for typical situations;
- Plan and prepare for coaching success;
- Develop an action plan for practice at work and development as coaches.

## **4. METHODOLOGY**

A two-day training course, delivered in either Vietnamese or English;  
Instruction, discussion, presentation, group work, practicing, video role play;  
There will be enough time during the training for the participants to bring their questions, problems and concerns to discuss with the facilitators.

## **5. TIME & VENUE**

Within May-June 2017 in Hanoi

## **6. TARGET PARTICIPANTS**

All ChildFund line manager and supervisors

## **7. ROLES AND RESPONSIBILITIES**

The Coaching & Mentoring skills for Line managers Workshop should be designed to provide each participant with a learning experience that is both effective and enjoyable. The workshop materials should be developed and submitted to ChildFund well before the workshop.

**The Service provider will be responsible for:**

- Design comprehensive agenda of 2 day training;
- Design training materials including drafting a curriculum and workshop methodology suitable for the context of ChildFund;
- Conducting a pre-training assessment;
- Delivering a 2-day workshop to the target participants;
- A workshop report detailing the findings and recommendations should be submitted to ChildFund within two weeks after completion of the workshop.

**The organisation will be responsible for:**

- Support the designing and delivery of the training in close collaboration with the trainer;
- Providing all necessary information required by the trainer;
- Providing training facilities including training room, stationery, equipment;
- Organising logistics arrangement (tea breaks, lunches).

**8. QUALIFICATIONS FOR THE COURSE PROVIDER**

- At least 5 years of experience designing and facilitate the Coaching & Mentoring skills for Line managers;
- Associate Certified Coach;
- A proven track record in facilitating capacity building efforts focused on developing management competencies within a political context;
- Able to communicate effectively, verbally and in writing with a wide range of people within government and multicultural contexts;
- Fluency in English communication skills: orally and report writing.

Interested service providers are invited to send applications to Ms. Van – HR Officer through email: [vannt@childfund.org.vn](mailto:vannt@childfund.org.vn). We will conduct interviews and select appropriate service providers in April 2017.