



### Guidelines for Coaching Types

<b>12 hours: Skill/Topic Coaching</b> ❖ Not to exceed 6 months ❖ Specific coaching topic(s) identified on coaching application should be noted	<b>Skill/Topic</b>
<b>Plan</b>	<b>Estimated Hours</b>
1. Initial Meeting and engagement planning	2 hours
2. Coach/Manager Conversation	1 hour
3. Individual coaching sessions	6 hours
4. Closing Session and documentation of success	2 hours
5. Administration and logistics	1 hour

<b>12 hours: Coaching for Supervisors</b> ❖ Not to exceed 6 months ❖ Specific coaching topic(s) identified on coaching application should be noted	<b>High Potential/Key Roles</b>
<b>Plan</b>	<b>Estimated Hours</b>
1. Initial Meeting and engagement planning	2 hours
2. Coach/Manager Conversation	1 hour
3. Individual coaching sessions	6 hours
4. Closing Session and documentation of success	2 hours
5. Administration and logistics	1 hour

<b>24 hours: Coaching for Senior Leaders</b> ❖ Not to exceed 12 months ❖ Specific coaching topic(s) identified on coaching application should be noted	<b>High Potential/Key Roles</b>
<b>Plan</b>	<b>Estimated Hours</b>
1. Initial meeting and engagement planning	2 hours
2. Data gathering (e.g., Interview boss and/or key stakeholders, interpret quantitative 360, conduct and interpret other assessments) and meeting with internal OD/HR to ensure coordination of efforts	6- 8 hours
3. Coaching Sessions, to include: A. Debrief data and identify development priorities (1.5 hours) B. Collaborate to create a development plan (1.5 hours) C. Closing session to discuss going-forward strategy (2 hours) D. Ongoing coaching sessions (6- 10 hours)	11-13 hours
4. Progress check-in with boss	1 hour
5. Administration and logistics	2 hours

**Guidelines for Coaching Types (Cont'd)**

<b>24 hours: Coaching for Executives</b> ❖ Not to exceed 12 months ❖ Specific coaching topic(s) identified on coaching application should be noted		<b>High Potential/Key Roles</b>
Plan	Estimated Hours	
1. Initial meeting and engagement planning	2 hours	
2. Data gathering (e.g., Interview boss and/or key stakeholders, interpret quantitative 360, conduct and interpret other assessments) and meeting with internal OD/HR to ensure coordination of efforts	6- 8 hours	
3. Coaching Sessions, to include: A. Debrief data and identify development priorities (1.5 hours) B. Collaborate to create a development plan (1.5 hours) C. Closing session to discuss going-forward strategy (2 hours) D. Ongoing coaching sessions (6- 10 hours)	11-13 hours	
4. Progress check-in with boss	1 hour	
5. Administration and logistics	2 hours	

<b>24 hours: High Potential Leadership Development</b> ❖ Not to exceed 12 months ❖ Specific coaching topic(s) identified on coaching application should be noted		<b>High Potential/Key Roles</b>
Plan	Estimated Hours	
1. Initial meeting and engagement planning	2 hours	
2. Data gathering (e.g., Interview boss and/or key stakeholders, interpret quantitative 360, conduct and interpret other assessments) and meeting with internal OD/HR to ensure coordination of efforts	6- 8 hours	
3. Coaching Sessions, to include: A. Debrief data and identify development priorities (1.5 hours) B. Collaborate to create a development plan (1.5 hours) C. Closing session to discuss going-forward strategy (2 hours) D. Ongoing coaching sessions (6- 10 hours)	11-13 hours	
4. Progress check-in with boss	1 hour	
5. Administration and logistics	2 hours	



**Guidelines for Coaching Types (Cont'd)**

<b>24 hours: Coaching for New Supervisors</b> ❖ Not to exceed ... ❖ Specific coaching topic(s) identified on coaching application should be noted		<i>Transition</i>
Plan	Estimated Hours	
1.		
2.		
...		
...		
...		

<b>24 hours: Coaching for New Executives</b> ❖ Not to exceed 9 months ❖ Specific coaching topic(s) identified on coaching application should be noted		<i>Transition</i>
Plan	Estimated Hours	
1. Prepare for engagement and meet onboarding team	1 hour	
2. Coaching: Initial session and engagement planning	2 hours	
3. Initial check-ins with supervisor and ER POC to discuss priorities and set expectations	1 hour	
4. Coaching: Meet to discuss and prepare for a Key Stakeholder Interview process to be conducted by the new leader (or, optionally as appropriate, by the coach)	1 hour	
5. Coaching: Debrief data and themes from Key Stakeholder Interview process	1 hour	
6. Coaching: Jointly prepare Key Stakeholder Analysis	1 hour	
7. Coaching: Jointly draft Success Roadmap & Development Plan	2 hours	
8. Mid-point progress check-ins with supervisor and ER POC	1 hour	
9. Coaching: Additional coaching sessions throughout the process	5 – 6 hours	
10. Send "Mini-360° Feedback Survey" to key stakeholders and consolidate feedback	2 hours	
11. Coaching: Debrief and address feedback from the Mini-360° Feedback Survey	1 hour	
12. Final progress check-ins with supervisor and ER POC	1 hour	
13. Closing session (discuss going-forward strategy)	2 hours	
14. Administration and logistics	2 – 3 hours	

## Sharing of Coaching Information

The focus of Coaching in NASA is to support executives and high potential managers in improving their ability to achieve the Agency's mission. The goal of coaching is performance improvement, enabling executives and managers to be more effective in leading change, adapting to new roles, addressing challenges and facilitating their organizations toward creativity and the achievement of results. In order for individuals to get the most out of coaching they need to feel free to discuss the issues that may be impacting their effectiveness. All NASA coaches have been trained and have been advised that discretion is a key factor in ensuring the effectiveness of the coaching process. As a part of NASA coaching process however, the following individuals will have access to elements of your coaching information:

**Supervisor:** Because coaching's purpose is performance improvement your supervisor plays a key role in helping to establish coaching goals and in providing feedback. Your Supervisor will likely participate in the development of your coaching agreement and support you in defining performance goals. You should provide updated information to your supervisor on the progress of these goals and when needed, the coach can support you in facilitating these discussions with your supervisor. If asked, NASA coaches may provide the supervisor with information on your progress toward achieving your goals however, all coaches have been instructed to recommend to the supervisor that you be present for these discussions. Coaches have also been instructed to provide only relevant information relating to performance goals and not the details of the coaching sessions.

**Coaching Program Manager (CPM):** Your Center CPM will have access to your coaching agreement and key information needed to assess and approve extensions to your coaching agreement, to evaluate the effectiveness of the coach; and to guide and advise you when you have identified additional development needs such as training, organizational development support, or other Center resources needed to effectively implement your coaching plan. They will also have access to NASA aggregated data compiled from the coaching engagements completed across NASA. NASA's Coaching Program Director may also have access to this information.

**Coaching Contractor:** NASA's coaching contractor has been given the responsibility of collecting all coaching evaluations and compiling data and statistics for NASA and Centers to evaluate the overall effectiveness of this program and the coach's performance. The Contract Program Manager and support staff will have access to your coaching information.

**Employee Relations and EEO:** In rare instances your Center Employee Relations or EEO Office may have access to your coaching information. Coaches are required to report if they believe an employee may cause harm to him/herself or others or if they are involved in criminal activities. In rare instances a coach in the performance of their duty could also become a potential witness in an EEO matter, a grievance, or a Merit System Protection Board case.

If you feel a need to discuss personal matters that you wish to wish to keep confidential, please contact your CPM who can refer you to the appropriate professional or service for that type of counseling such as the Employee Assistance Program (EAP). In instances, where the coach is also a licensed professional they have the obligation to report illegal activities to NASA.

By signing the NASA Coaching Agreement you agree that you have read and understand the information provided above and wish to engage a NASA Coach.