



InterGEN

PREPARING
FUTURE
LEADERS

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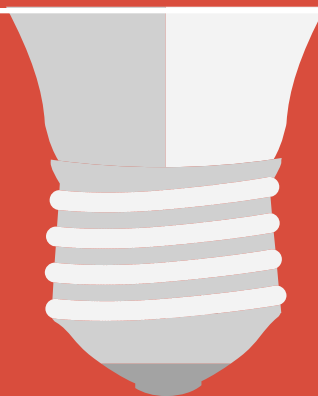




Formation Mentoring for Future Capability

“No matter what the situation or context, mentoring is a human endeavour that, like a butterfly, develops over time and maintains and transforms individuals, organizations, and cultures bringing hope and beauty to them all.”

Frances Kochem, the International Mentoring Association



Abstract

Looking towards future capability and market position, strategic workforce planning has become critical for Canadian business survival. Currently, the senior executive level is dominated by Boomers (born between 1946-1965) who will retire in the next five to ten years. Because of the relative size of the Boomer generation, it also occupies many of the less senior positions, and so a large portion of leadership and professional capability will retire at once. Meanwhile, Generation X (born between 1966-1976) has not been groomed to take over these senior positions. Additionally, the shift towards more contract labour, reduction in training and apprenticeships, and changing social expectations of work-life balance mean that Generation Y (born between 1977-1994) is not taking up developmental positions behind an advancing Generation X. The result is a cumulative failure of succession planning at a time when technological advances, urban migration and concentrating operational value demands that organizations adapt quickly to a changing world reality. An expanding pool of underemployed Generation Y and immigrant talent seeking that essential initial responsible experience in order to join the workforce further complicates this trend. There is a need for a clear vision of who and what an organization will be one or two generations in the future, along with a strategy of how to achieve it. RSI has developed a Formation Mentoring framework, known as InterGEN, which translates the future capability requirements of organizations into competency development requirements. It joins senior executives with new entrants to the workforce in a mutually beneficial mentoring relationship. Through InterGEN, organizations are able to help individuals develop the necessary competencies required to realize future capability. InterGEN is directed mentoring. It is formally structured, auditable and measurable. It provides developmental benefits for the mentee, intergenerational engagement and awareness for the mentor, and organic capability development with improved rates of retention and employee engagement for the organization.

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INTRODUCTION

The essence of sustainability is to function optimally without compromising future capability. Rethink Sustainability Initiatives' (RSI) philosophy is to work towards a sustainable society, in which how we live, work and learn are sustainable today and into the future. This paper explores some of the most relevant changing trends in the Canadian workforce and what they mean for the long term sustainability of organizations.

The principal duty of businesses is to stay in business¹. However, many disruptive trends, such as an aging workforce, immigration and skills shortages are converging to challenge this approach. Amid this changing workforce context, people are both the greatest fragility and the greatest strength for organizations.

The Canadian workforce is aging. The Boomer generation (people born between 1946-1965)² is giving way to Generation X (people born between 1966-1976)³. There is a growing leadership vacuum behind the current leadership as they pass into retirement, resulting in a reduction in succession planning and capacity.

In contrast, highly qualified university graduates and immigrants are having difficulties in finding employment where the primary recruiting requirement is workplace experience. The result is a continuing divergence of workplace expectations and a growing gap in skills between Generation Y (people born between 1977-1994)⁴ and Boomer workers. This all points to a poor use of one of the most educated and talented human resource pools this country has ever seen at the same time that organizations are realizing the increasing difficulty to prepare for their futures.

Competency is at the greatest risk of being lost, and with it the sustainable capability of organizations. While strategy development tools can be used to identify the necessary future capabilities and the subsequent competencies that will be required to achieve them, it requires a comprehensive and dynamic Human Resource Strategy with an adaptive development framework to cope with these disruptive trends.

The further forward the vision of an organization is projected, the more it focuses on capability. In order to be successful, organizations must identify the capabilities they need to implement in their strategy. It starts with understanding exactly what "capabilities" are and what they're not. Once those capabilities are identified and defined, they can be projected five, ten, and twenty years into the future.

The **InterGEN** Initiative addresses these converging trends by providing organizations, public and private, profit-making and charitable, a professional development framework that enables a future-oriented human resource strategy. The aim is to deliver the right people with the right competencies to an organization at the right time and at the right level of responsibility, in support of the organization's own corporate strategy.

The purpose of this paper is to outline what is required for organizations to address these human capital challenges in the job market and propose **InterGEN**, as one of the tools. This paper presents how RSI envisions such a framework being applied within an organization and how we see this initiative advancing.



CANADIAN WORKFORCE TRENDS

The next several decades will see transformational change in the Canadian job market. An intergenerational gap between an aging workforce and new entrants into the Canadian business landscape is at the forefront of this demographic change. Consequently, human resource strategies must address the future skills shortages engendered by these challenges. As a result, there is an increasing need for strategic workforce planning that uses better information and metrics on current and future workforce needs⁵, ensuring that organizations have the qualified employees in the right place, at the right time, and at the right cost.

Population In The Workforce Is Aging

Our workforce is aging, senior executive and executive leaders are of a similar age (52 and 50 years) and will therefore retire at similar times. Successors to these positions must be either hired externally or developed from internal management pools⁶. With nearly 24% of the population projected to be older than 65 by 2031⁷, Generation Y will make up 50% of the workforce globally by 2020⁸.

Workforce Age, by Job Category and Sector
(median age in years)

	Overall		Public Sector		Private Sector	
	n	Age	n	Age	n	Age
Senior executives	143	52.0	46	53.9	97	51.0
Executives	98	50.3	37	51.0	61	49.0
Management	144	47.0	44	48.0	100	46.0
Professional- technical	132	42.2	42	43.0	90	40.8
Professional- non-technical	123	43.0	40	43.7	83	42.1
Technical and skilled trades	80	43.1	30	44.3	50	42.3
Clerical and support	143	43.2	45	44.0	98	43.0
Service and production	87	44.0	26	45.2	61	42.1
Total workforce average age	131	44.0	44	44.4	87	43.0

Source: The Conference Board of Canada (2014)

However, economic challenges and income worries are affecting the average age of retirement. As this inevitable change in the job market approaches, many Canadians grow anxious about having adequate retirement income⁹. According to the 2013 Sun Life Canadian Unretirement Index, 25% of Canadians expect to work full time past the age of 66 because they are concerned about outliving their savings and insufficient pension plans¹⁰.

THE ORGANIZATION'S CHALLENGE

By staying in the workforce, older workers who have the necessary experience for leadership roles are able to impart their knowledge to new talent while attaining a longer period to save for retirement¹¹. The challenge for organizations is in finding the balance between offering an environment suitable for younger employees to acquire the skills needed to become future leaders, while engaging the older generation to retain their skills, experience and knowledge. *"Finding talented, future leaders has become more difficult than raising financing,"* said Kilian Berz, Canadian Organization Practice Leader and managing director of The Boston Consulting Group (BCG)¹²

Top Human Capital Challenges

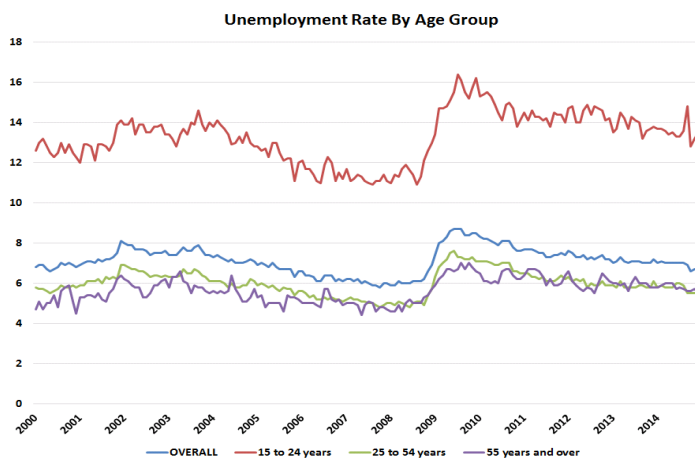
(per cent; percentage of organizations choosing the item as 1 of 3 top challenges)

Short term (next 12 months)		Long term (next 3 to 5 years)	
n=167		n=166	
Leadership capacity	42.5	Aging workforce	41
Attracting and recruiting employees	37.7	Leadership capacity	35.5
Employee engagement	34.7	Attracting and recruiting employees	30.1
Capacity to respond to change	31.7	Retaining employees	27.7
Retaining employees	30.5	Skill shortages	27.1

Source: The Conference Board of Canada (2014)

Generation Y

With over 12 million individuals, Generation Y makes up the largest demographic group since the Boomers¹³. However, since the unemployment rate for youth between the ages of 15 and 24 is 13% to 14%, it is becoming harder for this generation to gain the necessary training they need to take on the leadership roles that the Boomers will leave behind. This number falls well above the national unemployment rate of 7.2%¹⁴.



Source: Statistics Canada, Labour Force Survey (2000-2014)

The most highly educated generation ever in Canada (generation Y) is struggling to find meaningful work experience in the field they've trained for. By 2011, 75.5% of Canadians under 30 had finished some form of post-secondary education, but many young adults find themselves taking low-skilled jobs in fields such as retail, food service or clerical work¹⁵. These jobs give them little opportunity to gain valuable skills and experience needed in their actual field of study and makes it harder to pay off student debt, which is now averaged at \$28,000¹⁶.

Some of the factors in this trend are the shift towards more part-time and contract work and corporate downsizing¹⁷. Some 6.4% of Canada's total workforce—1.2 million people—now consists of part-time workers under 30 who wish they could work full time¹⁸. The increase in precarious employment creates a cycle in which new talent are unable to procure full-time work, leaving them vulnerable to market changes that favours those individuals with more experience and seniority¹⁹.

The generation gap also leads to misconceptions regarding the attitudes of the younger generation. They are typically thought of as narcissistic and entitled²⁰; some comments stemming from a CBC article about Generation Y's struggle to find meaningful employment claim that "the majority of [millennials] have their faces buried in their cellphones instead of doing their job" and they are "useless mouth pieces whining about 'poor me'"²¹.

By contrast, Generation Y is also known to be the most easily accepting and adaptable generation. Along with the typical incentive of working to make money, this innovative population has a particular interest in working to create a positive, sustainable society²².

Young people also understand the importance of networking when it comes to finding a job. In October 2014, Yconic surveyed 1,425 English-speaking Canadian youth (aged 15 to 29) on employment intentions and barriers to achieving career goals. Two-thirds (66%) said they were interested in mentorship and more than half of those surveyed identified the chance to build a stronger network (56%) as sought after when pursuing employment experiences²³.

Immigrant Talent

IMMIGRATION IMPACTS ON THE WORKFORCE

Another factor in the changing demographics of Canadian workforce trends is the dependency of population growth on immigrants. Statistics Canada has predicted that by 2030, all net population growth in Canada will be due to immigration²⁴. Estimates show that more than 60% of immigrants settle in cities such as Toronto, Vancouver or Montreal while the Canadian born population makes up less than 30%. By contrast, only 10% of immigrants live in smaller towns and cities²⁵. In conjunction with these changing demographics, Canadian organizations can therefore expect foreign-born workers to make up a larger proportion of their workforces, particularly in the primary metropolitan centres.

It is important to identify the sectors in which new foreign workers are entering the job market. In recent years, more than two-thirds of Temporary Foreign Workers (TFWs) have entered through a specific National Occupational Classification (NOC) code. Half of these workers were in the professional, skilled and technical, or intermediate and clerical categories. In comparison, TFWs entering Canada as elemental and labour workers have comprised a relatively small proportion²⁶.

Occupational skill level of TFWs (2001-2010)

	Level 0 - Managerial	Level A - Professional	Level B - Skilled and technical	Level C - Intermediate and clerical	Level D - Elemental and labourers	Level not stated	Total
2001	4,729	47,689	21,258	27,377	1,173	17,412	119,657
2002	4,605	39,327	19,124	28,020	1,105	18,670	110,861
2003	4,632	30,860	16,818	28,047	1,359	21,478	103,198
2004	5,200	30,674	17,447	30,329	1,521	27,332	112,508
2005	5,506	32,650	19,836	32,929	2,401	29,333	122,662
2006	6,029	35,386	22,547	36,921	4,626	33,485	139,000
2007	6,677	34,643	27,694	45,343	10,591	39,768	164,720
2008	7,544	34,225	31,519	49,573	17,069	52,239	192,180
2009	7,400	32,685	26,609	43,453	12,233	55,886	178,268
2010	8,409	34,653	24,487	41,931	8,742	64,046	182,276

Source: CIC Facts and figures (2011)

The education and professional pre-qualification requirements for immigration have risen and in 2010, half of recent immigrants employed in Canada held a university degree²⁷. With some extent of business and cultural mentoring for best effect, this pool of experienced professional talent are more than able to contribute to an organization's capability projection. However, the Centre for the Study of Living Standards reports that lack of Canadian job experience and references, language barriers, no networks in the job market and little recognition of foreign experience/credentials are all employment barriers faced by immigrant and temporary workers²⁸.

The intergenerational disjoint is at the heart of these demographic changes. It reflects the shared experience of immigrants and graduates in adjusting to the expectations of the Canadian workplace irrespective of age, gender or ethnicity, while developing the cultural, technological and generational currency of the organization and its senior cohort.

Skills Shortages

Due to these changing trends in the job market, there is a growing anxiety over skills shortages amongst the Canadian workforce. Benjamin Tal, Deputy Chief Economist of CIBC World Markets Inc., defines sectors with genuine skills shortages as having both low unemployment rates and rising wages²⁹. When these characteristics were applied to the Canadian labour market, Tal identified 25 occupations that show signs of skills shortages and 20 occupations that show signs of a labour surplus.

25 Occupations Showing Signs of Skills Shortages	20 Occupations Showing Signs of Labour Surplus
Managers in Engineering, Architecture, Science & Info Systems	Managers in Manufacturing and Utilities
Managers in Health, Education, Social and Community Services	Clerical Supervisors
Managers in Construction and transportation	Clerical Occupations
Auditors, Accountants and Investment Professionals	Clerical Occupations, General office Skills
Human Resources and Business Service Professionals	Office Equipment Operators
Professional Occupations in Natural and Applied Sciences	Finance and Insurance Clerks
Physical Science Professionals	Mail and Message Distribution Occupations
Life Science Professionals	Secondary and Elementary Teachers and Counsellors
Civil, Mechanical, Electrical and Chemical Engineers	Sales and Service Supervisors
Other Engineers	Cashiers
Professional Occupations in Health	Occupations in Food and Beverage Services
Physicians, Dentist and Veterinarians	Tour and Recreational Guides and Amusement Occupations
Optometrists, Chiropractors and other Health Diagnosing and Treating professionals	Other Attendance in Travel, Accommodation and Recreation
Pharmacists, Dieticians and Nutritionists	Technical Occupations in Personal Service
Therapy and Assessment Professionals	Other Occupations in Personal Services
Nurse Supervisors and Registered Nurses	Butchers and Bakers
Technical and Related Occupations in Health	Upholsterers, Tailors, Shoe Repairers, Jewellers and Related Occupations
Medical Technologists and Technicians (Except Dental Health)	Fishing Vessel Masters and Skippers and Fishermen/Women
Technical Occupations in Dental Health Care	Machine Operators and Related Workers in Metal and Mineral Products Processing
Other Technical Occupations in Health Care (Except Dental)	Machine Operators and Related Workers in Pulp and Paper Production and Wood Processing
Psychologists, Social Workers, Counsellor, Clergy and Probation Officers	
Supervisors, Mining, Oil and Gas	
Underground Miners, Oil and Gas Drillers and Related Workers	
Supervisors in Manufacturing	
Supervisors, Processing Occupations	

Source: Benjamin Tal, "The Haves and Have Nots of Canada's Labour Market", In Focus, December 3, (2012).

Skills shortages and skills mismatches are a concern for employers and policy-makers. However, recent research and media reports reveal differing opinions on the topic of skills shortages in Canada. Some authors discuss specific job-related skills shortages (for example, in the mining and construction industries)^{30,31} while others have challenged the entire idea of skills shortages in the Canadian market³².

For example, The Toronto Star reported in 2014 that an independent budget watchdog found no skills shortage in the Canadian job market. The article refers to the Parliamentary Budget Office's market assessment document and reports its statement that *"some skills mismatch will always exist due to, for example, technological change rendering some skills obsolete."* However, the article also mentions experts claiming that factors such as globalization, an aging boomers population and technological change are affecting the shortage of skilled workers³³.

HUMAN RESOURCE STRATEGY

These human capital challenges will influence employers differently across industry sectors and geographies. As Boomers reach retirement age, employee development plans will be an integral element of the knowledge transfer process for both the organization and their workforce³⁸. A talented workforce with required capabilities and skills is crucial for bringing business strategy to life and ensuring an organization delivers on its objectives³⁹.

Furthermore, according to a Trend and Metrics survey of 169 organizations done by Martin *et al* in 2014, 80% of organizations reported challenges recruiting quality candidates with critical skills (skills needed to perform key tasks identified as essential to an organization) and 72% for candidates with hot skills (skills that are in short supply and high demand in the labour market). Hence, employers who are unable to recruit qualified candidates due to skills shortages will need to place more emphasis on early career management and workplace training³⁴.

Improving strategic workforce planning skills and competencies will help organizations plan for and manage Canada's changing business, labour and demographic environment. The Conference Board of Canada reported that 43% of organizations they surveyed indicated that their long term business strategy objectives are supported by a strategic workforce plan. However, only 29% indicated that they have a resilient workforce-planning process³⁵.

Therefore, we must turn to generation-specific human resource, management and leadership strategies, which are now at the fore of developing and retaining a qualified and flexible modern workforce³⁶. Career management embodies an extensive set of training topics pertaining to one's overall professional career development and career planning. These include professional development skills strategies offered by the employer, which will provide the needed skills and abilities for an employee's growth and maturation into leadership positions³⁷.



Market: Trend Analysis

Preliminary trend analysis of some of the main challenges in the Canadian workforce presented in the section above indicate that there is increasing trepidation within organizations about the aging of the workforce, skills shortages and the intergenerational divide. These factors will affect organizations future capability and market positioning. In fact, human resource leaders are concerned about improving internal capacity and developing talent to deal with these issues⁴⁰.



However, direct engagement in professional development lags behind this trend. For instance, a leadership benchmarking survey was recently done by the Canadian Conference Board (September, 2015) in which 441 HR and business leaders' across-sectors took part. One of the highlighted questions was if organizations had a program for developing high potential employees. More than half (59%) responded no; similar results were observed when participants were asked if they were doing enough to develop leaders (62% were negative answers)⁴¹.

There is also an apparent correlation with those organizations conducting enterprise-wide risk management and capability-based strategy development. These preliminary observations reflect organizational culture. Therefore, it is unlikely that an organization focused on quarter end results will be concerned with market position, business risk or c-suite succession planning in 15 years.

On the other hand, some organizations which have succession planning strategies in place have identified a link between nurturing and developing talent (internal and external) and the business success of their organization. They recognize that some of the key initiatives that need to take place to address human capital challenges are employee engagement, strategic and formalized leadership development, and coaching/mentoring programs⁴².

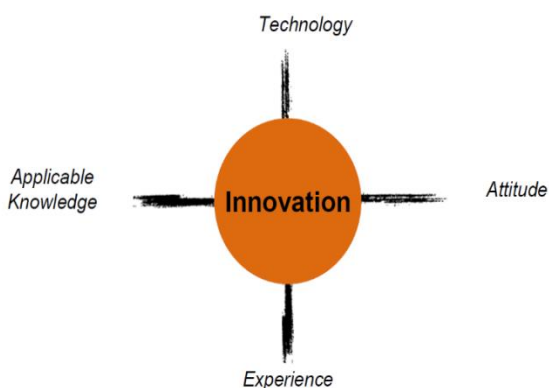
Overall, though mentorship is shown to be quite effective, it is not as widely used as it could be⁴³. A good mentorship program could be key to long term success. An example of an established Mentoring Program is the one presented by Microskills. This non-profit helps recent skilled immigrants improve access to employment by pairing them with professionals in the same field.

Other complementary strategy development tools are online talent platforms, such as Kira Talent, TalentEgg, SpriggHR and iCIMS Talent platform. Along with identifying and recruiting qualified individuals, they can also help motivate and enhance worker's productivity. By using online talent platforms, organizations can increase their output by up to 9% while lowering the cost of the HR process by as much as 7%⁴⁴. They will also be able to create new strides and transparency in the hiring process that could add \$2.7 trillion (2%) to the global GDP by 2025⁴⁵. At this stage of the market research RSI recognizes that the incorporation of an online platform will be beneficial in linking our InterGEN initiative with technology.

RSI is currently conducting a series of market researches to quantify these observations and develop a better understanding of where business future-risk concerns reside. This will allow the InterGEN initiative to focus on the most receptive organization type and develop from there.

REQUIREMENTS FOR FUTURE READINESS

Business as usual is over. Canadian organizations need to take a more holistic approach to leadership in order to respond to the changing job market trends and be successful in the long term. This approach will lead to debating new ideas in the interest of contributing to a collective effectiveness. Rather than learning by rote the wisdom of previous generations in an operating context that will be virtually unrecognizable in the near future, it is the creation of an integrated learning environment that will prepare the leaders of tomorrow. This requires an attitude that welcomes learning and a willingness to manage risks.



Future Competency

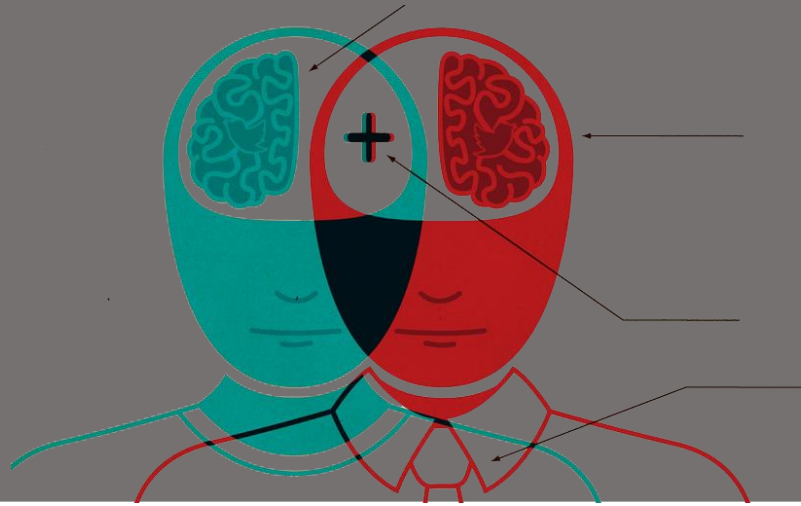
Competency is at the greatest risk of being lost, and with it the sustainable capability of organizations.

The need is for people with the right competencies for the required capabilities at the right time to fulfill the organization's corporate strategy objectives and goals. Competency cannot be taught, but rather developed in the individuals through the responsible experience of applying knowledge and understanding.

As we project competency into the future, it must be able to recognize and adapt the tools of the time, requiring an ability to absorb technology. When we project competency into the future to enable a future capability, we are creating the groundwork for innovation. We are projecting that essential ability to create new tools and processes appropriate to the strategy and its context; we are projecting future competency readiness.

The alignment of an individual's competency development goals with an organization's strategy depends upon the individual internalizing the philosophy, purpose, vision and expectations of the organization. While awareness can be generated through training and education, it is only through effective mentoring that this understanding can be internalized.

Organizations investing in the future capabilities and competencies of their employees, through structured intergenerational mentoring initiatives, proactively position the organization and its members to build long-term, mutually driven, sustainable growth opportunities. Thus, with this paper, RSI wants to explore further the benefits of mentoring and introduce InterGEN, a formation-mentoring framework, as a tool to accomplish future competency readiness.



Mentoring Framework

Mentoring is a proven learning process and leadership development tool. It has been employed by professional societies and guilds to impart the corporate wisdom appropriate to the context while developing competency in individuals and maintaining societal currency and relevance⁴⁶. Mentoring is not teaching, which is a one-way delivery of information. It is also not coaching, which is a short-term relationship to develop specific skills and behaviours.

Mentoring is a two-way learning process in which the mentee learns how to approach issues, recognizing where and how to develop their skills. Meanwhile, the mentor is encouraged to revisit past decisions and actions to see if they would still be appropriate, thus becoming more attuned to the changing social and technological constraints of today⁴⁷.

Mentoring is a long-term relationship. It is holistic, developing the individual personally, professionally and socially. It empowers the individual to build insights, self-awareness and unique ways of handling issues. It thrives in an atmosphere of mutual respect and commitment and will typically continue well beyond the initial structured period⁴⁸.

FORMATION MENTORING

The InterGEN initiative builds and adapts this structure through formation mentoring.

Formation mentoring is directed mentoring. Instead of the mentor and mentee defining their development goals, the organization projects the competencies they require by a certain time in the future. Thus, InterGEN is a **three-way relationship** in which the current and future needs of the organization, the mentee and the mentor are represented.

Along with traditional professional societies, the formation mentoring process does not restrict the mentee to a single organization. It would not be unusual for a mentee to start off in the 'sponsoring' organization before moving to another organization to gain more experience under the guidance of the mentor.

As with mentoring, the parties to a formation mentoring arrangement must be committed with the right attitude⁴⁹. Demonstrating a commitment to an individual at the beginning of this partnership with no immediate benefits will usually be reciprocated by that individual returning to the original organization when needed⁵⁰. There can be no guarantee of this, though these societal behaviours are reasonably predictable. Within large organizations, this moving of employment can be done internally between divisions and subsidiaries.

FORMATION MENTORING PROCESS

Formation mentoring creates long term sustainable organizations through the sharing of corporate memory. It improves both the productivity and profitability of organizations, as well as retention. It generates a shared vision with mutual benefit and purpose. It also improves succession planning and develops employee loyalty through increasing commitment⁵¹.

InterGEN focuses on attitude, knowledge, and experience for sustainable businesses succession strategies.

There is a Measurable Return on Investment (MROI) associated with formation mentoring⁵². Of the metrics, improved retention and competitive recruitment are the most tangible once the mentoring process is established. However, as with change management, the more embedded the mentoring program becomes, the more strategically aligned the organization becomes with improved succession planning and corporate knowledge Information Management/Information Exploitation (IM/IX).

The typical structure of a formation mentoring program would begin with the organization identifying the competencies required at a certain time in the future. Afterwards, suitable candidates for the program would be identified within the normal HR process.

Individuals demonstrating the appropriate core knowledge and attitude would be assessed and prepared as mentees. The organization would also identify those most suitable as mentors. They would typically be senior enough to have had the necessary experience to impart valuable advice and also have sufficient projected service to bring the understanding of social currency back into the organization while informing succession planning and strategy development. Mentors would be assessed, trained and regularly updated.

Mentor and mentee are paired for a probationary four to six months leading into a two to three year formal contract. Mentor and mentee commit to meet for a set number of hours each month with agreed deliverables. Within the first year, the mentee would likely move employment. Any incompatibility would be identified during the probationary period and can be dealt with directly.

Organizational benefits and employee growth are attained as the mentoring contract matures. Almost inevitably, the relationship will continue on an informal basis, even after the time that the mentee returns to the organization and/or the mentor retires or moves employment.



InterGEN Application

InterGEN's Formation Mentoring framework guides organizations through intergenerational future competency development. With a focus on attitude, knowledge and experience, InterGEN wants to empower the organization to create long term, mutually driven, mutually beneficial, organic sustainability. This strategy draws on technological change, stimulating a professional competency that is innovative.



The innovation characteristic reflects a heightened ability to adapt the best of emerging and existing technologies to deliver the capability that the organization requires. It allows a tolerance for errors in the capability projection and competency definition at the start of the mentoring contract. However, as with any 'living' system, regular reviews of the strategy and capability goals are used to periodically inform and adjust the mentoring relationship.

Organization Strategy

InterGEN centers on the formation mentoring framework while incorporating the organization's strategy (refer to flowchart at **Annex A**). Calculated objectives need to be aligned with the organization's strategy; by recognizing current challenges and also identifying what the organization wishes to be capable of in 10 to 15 years, future capability will be projected.

Each stage objective will demand capability components and their associated employee competencies. These are captured and incorporated in an HR development plan that mobilizes the corporate strategy. Each competency is analyzed for its core and supplementary components and outlined as specific and demonstrable development objectives within a loose timeframe. This is the 'directed' part of the formation mentoring framework.

Mentors and Mentees

The goals, target period and desired employee attributes are defined by the organization and then translated into an individualized development plan agreed upon between mentor and mentee. There can be no standard template; the very nature of competency is entirely an individual's journey while the product is evaluated by peers and superiors alike. The InterGEN approach must therefore be a framework, adaptable to the individual's needs and the organization's culture and practices.

Using the organization's existing HR processes and criteria, which reflect organizational culture and practice, individuals and some new entrants are selected as potential candidates and screened for their attributes and suitability. Meanwhile, predominantly self-identifying mentor candidates are also screened and trained to be mentors. Likely pairs are matched and the probationary relationship begins as soon as both parties confirm compatibility.

This initial contract is a formal undertaking with clear deliverables and commitments, typically lasting three to five years. Where previously experienced individuals are the mentees, such as young professionals or immigrants, the formal contract period may be shortened depending on demonstrable achievement of the objectives. In these cases, the challenge is more often related to social or cultural adjustment to the local market, along with familiarization of organizational culture and expectations.

InterGEN is about using
intergenerational mentoring for
competency development.

RSI's Role

RSI will partner with the organization to apply its particular framework, specifically:

- ✓ Formalize competency requirements to achieving defined long-term organizational goals
- ✓ Assist in the selection process for both mentors and mentees
- ✓ Provide training and ongoing support for mentors
- ✓ Mentor and supervise mentee consulting services delivery teams
- ✓ Track progress and provide ongoing support
- ✓ Allocate the tools for measuring organization's ROI.

InterGen formation mentoring frameworks are most suited to organizations that have the essential vision of future capability and an enterprise-wide view of risk and capability, specifically valuing the individual. RSI can also facilitate the organization's futuring strategy development and definition of competency requirements.



Projections

The formation mentoring framework will be validated on a pilot study that commences with the projected competency definitions, followed by the selection and training of individuals to the conduct of the formal mentoring contracts.

Each phase will be reviewed for the validity of the framework and process with its value to the host organization (an organization that wants to invest on the career management of its people and its succession planning). Review findings will be gathered separately by the RSI InterGEN team and the host HR or leadership team. These are compared and discussed with mentors, mentees and the corporate strategy owners.

The pilot phases are

Definition: During the Definition Phase, the stage objectives of the corporate [long term] strategy are analyzed to develop capability requirements, determining the corporate competencies. These are combined with the generic competencies associated with the organization's function and professional requirements. The collated competencies are categorized as core and supplementary competencies and set within their associated timeframe. From this, the a priori qualities are established to aid mentor and mentee selection.

Selection: During the Selection Phase, the mentors and mentees are selected through progressive screening. Volunteer mentees will be requested and assessed by their line managers using the determined specific criteria. HR will also include new recruits,

brought into the organization per their normal criteria. The successful mentees are then screened for their baseline knowledge and demonstrated potential for mentoring using the [directed] core and supplementary competencies.

At the same time, volunteer mentors will be called for and screened according to their responsible experience appropriate to the [directed] core and supplementary competencies. They will also need to have at least three years left to run at the organization and have a genuine interest in mentoring.

Preparation: The Preparation Phase involves training the mentors and mentees in their roles and commitments in a formation mentoring program. Suitable mentor/mentee pairings will be identified according to existing HR criteria for the organization.

Implementation: During the Roll out Phase, the InterGEN team, as well as the host HR or leadership team, will monitor and measure how this Framework is performing. Adjustments will be done to customize any requests from the host and ensure best results are achieved.

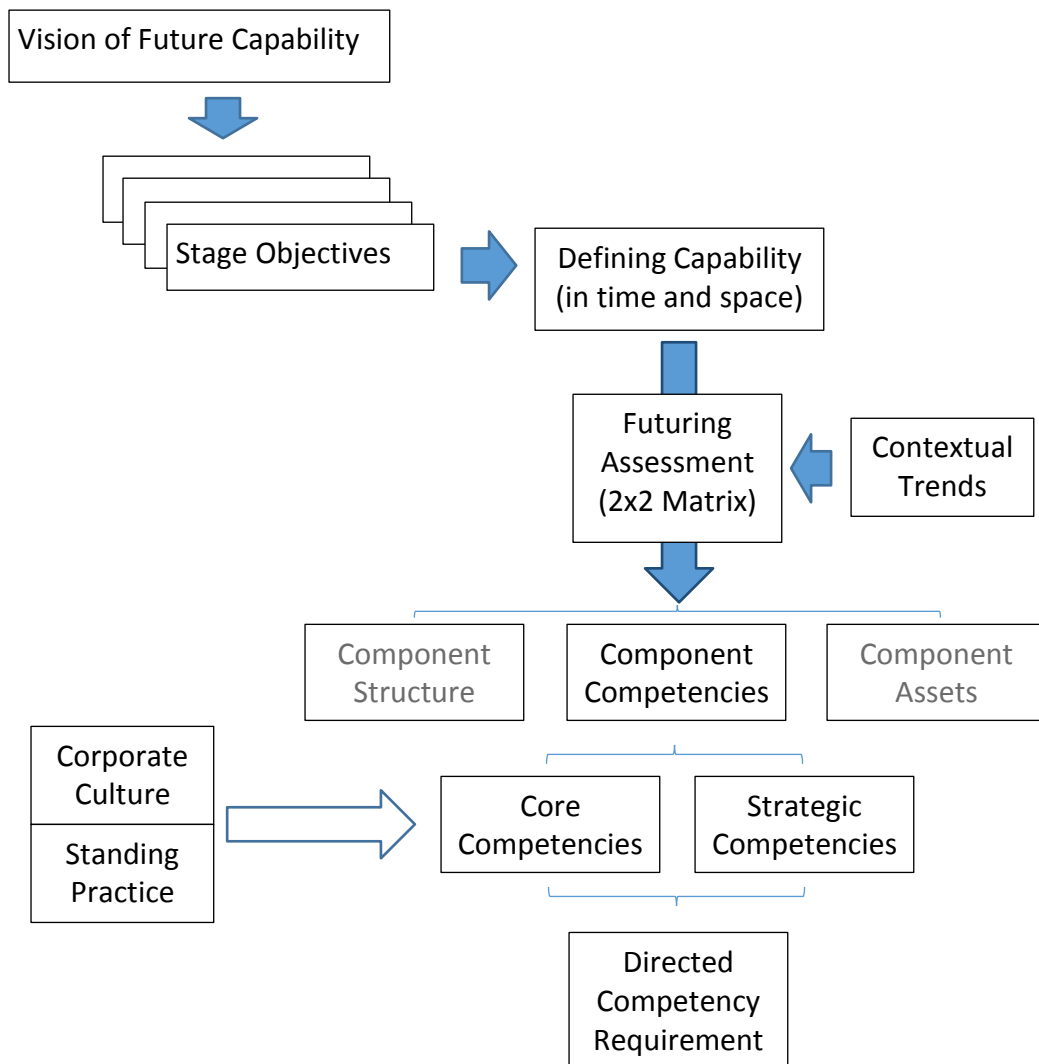
Evaluation: Final revisions and adjustments will be done to the Framework. The result will be a ready-to-implement validated Framework.

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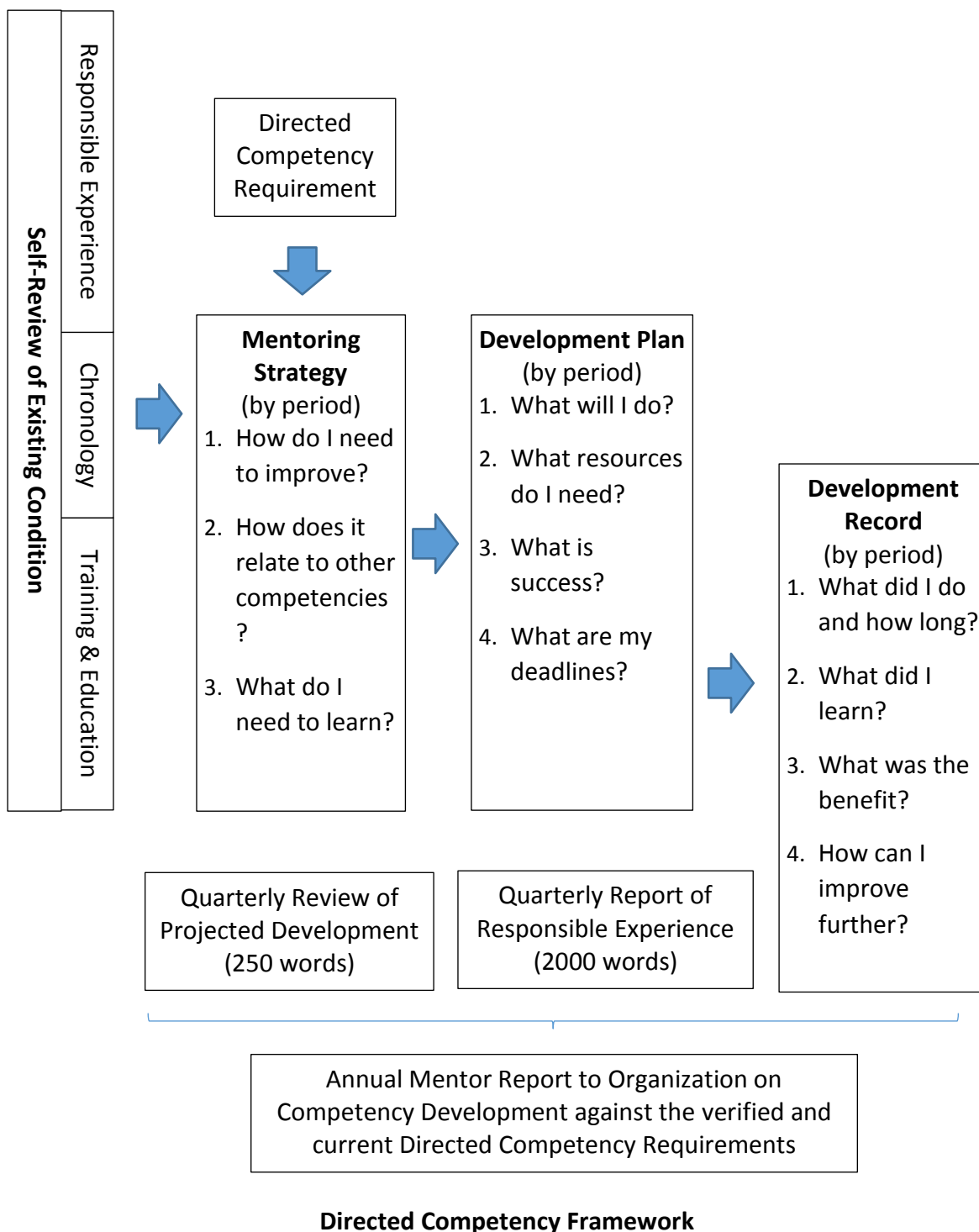
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Annex A. Formation Mentoring Framework Application



Directed Competency Definition Process

Annex A. Formation Mentoring Framework Application



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