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**To:** "Direct to Mayor and Council - DL" <CCDTMACDL@vancouver.ca>

**Date:** 2/2/2016 2:34:00 PM

**Subject:** Request to Staff - RTS 11236 - Mentorship Program for Millennials

**Attachments:** [CMO - Mayor & Council - Mentoring Programs for Millennials - 2016.01,29.pdf](#)

Dear Mayor and Council,

Please see attached memo from Andrew Naklicki, Deputy General Manager, Human Resources for information.

A short summary of the memo is as follows:

- Millennials want and expect mentorship programs but not in the traditional, formal model of delivery.
- The City currently has three mentorship programs which engage millennials.
- An expansion of current opportunities would require further analysis to determine implications for staff support and other operating infrastructure.

Best  
Sadhu Johnston  
Acting City Manager

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VanRIMS No.: 01-9000-20

## MEMORANDUM

January 29, 2016

TO: Mayor and Council

CC: Sadhu Johnston, Acting City Manager  
Paul Mochrie, Acting Deputy City Manager  
Janice MacKenzie, City Clerk  
Lynda Graves, Manager, Administration Services, City Manager's Office  
Rena Kendall-Craden, Director, Communications  
Mike Magee, Chief of Staff, Mayor's Office  
Kevin Quinlan, Deputy Chief of Staff, Mayor's Office  
Braeden Caley, Director, Policy and Communications, Mayor's Office  
Lisa Brown, Manager, Administrative Services, Human Resources

FROM: Andrew Naklicki, Deputy General Manager, Human Resources

SUBJECT: Council Motion on Mentorship Program for Millennials

Dear Mayor and Council,

This memo is to report back on the following Council motion passed on December 1, 2015:

*"That staff report back on existing programs the City already supports aimed at mentoring millennials as well as information on best practices for mentorship programs".*

Millennials are generally defined as those born between 1982 and 2004, or ages 21 - 35.

### Existing Programs for Millennials at the City of Vancouver

The City currently has three mentorship programs which include millennials. City staff also contribute their time outside of their everyday work by mentoring millennials through several community agencies and institutions including UBC Engineering, UBC Sauder School of Business, UBC School of Community and Regional Planning, Minerva Foundation, Vancouver Board of Trade Leaders of Tomorrow Program, MOSAIC, Big Sisters and Human Resource Management Association.

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Each of the current City programs are outlined below:

#### Greenest City Action Team Scholars

This program, established in 2010 with a City of Vancouver - UBC Partnership Agreement, engages UBC graduate students to work on sustainability projects in support of the Greenest City 2020 Action Plan. UBC provides individual grants of \$5000.00 to each successful student candidate in support of their work on one project (250 hours of work) to contribute to the Greenest City Action Team's long-term goal. To date, 79 students have gone through the program and projects undertaken include clean water, green transportation options, urban agriculture and green building design & construction.

<http://vancouver.ca/green-vancouver/opportunities-for-students.aspx>

#### CityStudio Vancouver

CityStudio provides another innovative hub for sustainability education and collaboration. The program engages students and faculty from six post-secondary institutions, including BCIT, SFU, Langara, Vancouver Community College, Emily Carr and UBC. City staff and community advisors are also part of the program. 2015 was the fourth year of the program designed to contribute to projects on the City's Greenest City Action Plan, Healthy City Strategy and Engaged City Strategy. To date, CityStudio has engaged 3,500 students, 163 faculty and 75 City staff. With 195 projects to date, CityStudio has been recognized with several awards for its innovative work.

<http://vancouver.ca/green-vancouver/opportunities-for-students.aspx>

#### Mentorship Program for New Immigrant Professionals

This program, in partnership with the Immigrant Employment Council of BC (IECBC), is designed to match City staff with new immigrants of similar professional backgrounds. Now entering its fifth year, over 100 staff have taken part as mentors with a corresponding number of mentees. The new immigrant professionals, many of whom are millennials, are referred by immigrant serving agencies in the community and include backgrounds in IT, Engineering, Human Resources, Planning & Development, Finance and Project Management.

<http://citywire.city.vancouver.bc.ca/eeo/mentorship/index.htm>

#### Best Practices on Mentorship Programs for Millennials

The traditional mentorship model used by many organizations, including the City, matches a more senior and/ or experienced staff person ('mentor') with a less experienced and often younger employee or student ('mentee') to share their expertise, knowledge and networks. This model yields results with mutually accruing benefits to mentors and mentees, and the City as a whole. However, a review of research and literature on mentorship programs for millennials indicates the necessity to rethink approaches and implementation models.

According to the Conference Board of Canada, approximately 75% of the Canadian workforce will be comprised of millennials by 2025. This number will only increase as more and more baby boomers retire. At the City of Vancouver, excluding Vancouver Police Department and Vancouver Public Library, millennials account for 17% of our regular full-time staff. Of these, 73.8% are male. (See Appendix A)

As a productive support for millennials, the traditional mentor-mentee relationship is not necessarily a thing of the past, but it can no longer be considered the standard. This is a

reflection of evolving work environments with fast changing technology and new standards and expectations of those millennials entering the workforce. Attracting the best of these millennial workers is critical for all employers. Research indicates their career aspirations, attitudes about work, and knowledge of new technologies will define the culture of the 21st century workplace.

<b>...from their boss</b>	<b>...from their company</b>	<b>...to learn</b>
<b>TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A BOSS</b>	<b>TOP FIVE CHARACTERISTICS MILLENNIALS WANT IN A COMPANY</b>	<b>TOP FIVE THINGS MILLENNIALS WANT TO LEARN</b>
Will help me navigate my career path	Will develop my skills for the future	Technical skills in my area of expertise
Will give me straight feedback	Has strong values	Self-management and personal productivity
Will mentor and coach me	Offers customizable options in my benefits/reward package	Leadership
Will sponsor me for formal development programs	Allows me to blend work with the rest of my life	Industry or functional knowledge
Is comfortable with flexible schedules	Offers a clear career path	Creativity and innovation strategies

Source: Mentoring Millennials- Jeanne C. Meister and Karie Willyerd, Harvard Business Review, May 2010 <https://hbr.org/2010/05/mentoring-millennials>

Based on what millennials want and expect, employers will need to be creative on a number of fronts. With mentorship, there are several different models that will prepare millennials for success without requiring experienced staff to spend all their time coaching. While these approaches will work with employees in other generations as well, they are especially effective with millennials because they suit this demographics' mobile, collaborative lifestyle and need for immediacy. Members of the younger workforce gravitate towards more egalitarian forms of mentoring as well, where everyone is considered equal rather than "senior" or "junior."

### 1. Reverse Mentoring

This approach shifts the responsibility for organizing mentoring to line employees. A millennial is matched to a senior executive and assigned to teach him or her new information, such as how to use social media to connect with customers. Inevitably, there are times when the more senior employee gives feedback or advice to the young employee so, in effect, the coaching becomes mutual. It's an effective way to give these employees a window into the higher levels of the organization and a potentially accelerated career track by way of their raised profile with senior leaders. The senior executive also benefits by gaining new knowledge and understanding of a segment of their workforce they might not otherwise get to know.

## 2. Group Mentoring

Group mentoring is a less resource-intensive model that is effective at giving millennials the feedback they crave. There's one mentor for a group of three to six mentees. All mentees share the spotlight which makes the meetings, whether in person or online, more casual. The mentees not only learn from the mentor, but also each other. AT&T is an active proponent of this model, calling them "leadership circles". They are self-organized, topic-based groups where staff come together in a variety of ways, including face-to-face meetings, webcasts, group polling, community forums and conference calls.

## 3. Anonymous Mentoring

This method uses psychological testing and a background review to match mentees with trained mentors outside the organization. Exchanges are conducted entirely online, and both the mentee and the mentor, who is usually a professional coach or seasoned executive, remain anonymous. The engagement, generally paid for by the mentee's company, lasts six to twelve months.

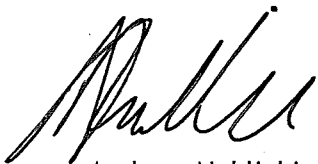
## 4. Situational Mentoring

Also known as "anytime mentoring", a mentee seeks out a mentor for a specific task, or a mentor with expertise in a specific area. Situational mentoring is short term, hyper-specific, and akin to coaching. For example, perhaps the mentee wants to work on his public speaking skills. He might seek out the organization's Communications Director for some guidance and feedback in this area. The purpose is specific and the mentoring "relationship" is short term, completed once the goal has been achieved.

## 5. Hybrid

Organizations using this model offer both formal one-on-one programs and situational mentoring. The millennials themselves might decide on both programs or just one, depending on what they're most comfortable with. They might like the idea of having one dedicated mentor and having access to other people who can coach them in specific areas, when needed.

At present, the City supports three formal programs which provide mentorship opportunities for millennials. From our experience, the effectiveness of these programs is a function of a clearly identified objective, commitment of attention and resources and ongoing evaluation. We are continually working to identify improvements to these programs to enhance impact, taking into consideration best practice evidence as well as organizational capacity constraints. An expansion of the City's current mentorship efforts would require further scoping and analysis to determine the implications for staff support and other operating infrastructure.



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## Appendix A: City of Vancouver workforce statistics, January 2016

Personnel Area	# Regular Full Time Emps (21-35 ages)	# Regular Full Time Emps Per Dept (all ages)	Perc of Regular Full Time Emps (21-35 ages)
Engineering Services	275	1581	17.4%
Fire and Rescue Services	201	792	25.4%
Board of Parks & Recreation	75	558	13.4%
HR, Digital Strategy & IT	65	337	19.3%
Finance, Risk & Business Plan	38	248	15.3%
Planning & Development Svcs	34	293	11.6%
Real Estate & Facilities Mgmt	22	252	8.7%
Community Services	21	237	8.9%
Office of the City Manager	18	77	23.4%
City Clerk's Office	6	35	17.1%
Law Department	1	44	2.3%
Mayor & City Council	1	3	33.3%
<b>Grand Total</b>	<b>757</b>	<b>4457</b>	<b>17.0%</b>

The gender distribution of millennials at COV is 73.8 % male and 26.2 % female

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