

2010 ministry-wide Group Mentoring Program framework ****Strictly Confidential / Do not forward or share****

Stream	Purpose	Learning Structure	Number of groups	Number of mentors (per group)	Number of protégés (per group)	Mentor-Protégé ratio	Duration	Meeting structure	Admission requirements	Admission decision making	Expectation	Tracking program completion in EPDP
#1: Career Development	Prepare protégés for leadership positions in MHSD that may become vacant in the coming years.	3-Prong <ul style="list-style-type: none">Introduction to positionsParticipation in real-time projectsTheories and practical techniques	5 to 10	3 to 5	10 to 15	1:5	1 year	<u>Large group</u> All mentors and protégés meet <i>once a month</i> for up to one hour <u>Small group</u> Each mentor and small group of assigned protégés for that mentor meet and work on a real-time project <i>between large group meetings</i>	<ul style="list-style-type: none">EPDP/Review BoardsSupervisor recommendationStatement of Intent	Mentors (criteria provided)	Protégés should expect to participate in this mentoring program for <i>more than a year</i> in order to be ready for the leadership positions	Yes
#2: Professional Development	A peer-to-peer network that will enable Program Officers (POs) to further enhance their performance within their role.	3-Prong <ul style="list-style-type: none">Introduction to star performance standardsAssessment of current performanceAction plan to bridge performance gap	1	3 to 5	10 to 15	1:5	1 year	<u>Large group</u> All mentors and protégés meet <i>once a month</i> for up to one hour <u>Small group</u> Each mentor and small group of assigned protégé for that mentor meet and check in with each other <i>once between large group meetings</i>	<ul style="list-style-type: none">EPDP/Review BoardsSupervisor recommendationStatement of Intent	Mentors (criteria provided)	Protégés should expect to participate in this mentoring program for <i>more than a year</i> in order to become star performers in their roles.	Yes
#3: Personal Development	Develop protégés in the areas identified as high priority in MHSD.	2-Prong <ul style="list-style-type: none">Theories and practical techniquesAssignments, which may include application of learning at work	12 to 14	1 to 3	10 to 15	1:15	1 year	<u>Large group</u> All mentors and protégés meet <i>once a month</i> for up to two hours	<ul style="list-style-type: none">EPDP/Review BoardsSupervisor recommendationStatement of Intent	Mentors (criteria provided)	Protégés should expect to attend at least 80% of the meetings and complete 80% of the assignments.	Yes
Target/Total:			18 to 24	30 to 97	180 to 375							



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Appendix B

Objectives for Mentors

Professional Development

- Articulate high performance standards of the Program Officer role
- Assess areas of potential growth in the protégés' job performance
- Exchange knowledge, experiences, techniques, and best practices that would lead to achieving high performance standards, from the BC Public Service values perspective

Career Development

- Enrich protégés' mind with general knowledge related to the focus of the group
- Inform protégés about the core projects, related to the focus of the group, that Mentors or Guest Mentors are working on
- Educate protégés about the decisions that Mentors or Guest Mentors have to make in those projects from the perspective of the BC Public Service values
- Engage protégés in decision making discussions—based on the BC Public Service values and linked to the ministry's strategic vision and business plans—as if they were co-leading those projects

Personal Development

- Enrich protégés' minds with general knowledge related to the focus of the group
- Discuss with protégés about MSD-specific scenarios related to the focus of the group
- Engage protégés in group-focus related discussions—based on the BC Public Service values and linked to the ministry's strategic vision and business plans—as if they were involved in the scenarios

Appendix C

Testimonials on the Program

"The ministry-wide mentoring program has provided two excellent opportunities. First networking and second through these colleagues, an exposure to other areas of government which I was unfamiliar with. The real-life scenarios and experiences ensure this is learning opportunity which enhances everyone's capacity be it as an employee, manager or leader. I like to equate the program to the art of systems thinking, using all the tools available and ensuring you leave no stone unturned. My mentor colleagues help me explore and learn how to accomplish that."

Len Meilleur, Director, Lotteries Registration
Working group member representing Gaming Policy and Enforcement Branch
Mentor for the "Moving from Managing to Leading" group

"Thanks so much to everyone in the group. I really enjoyed the participation. Kashi sorry I didn't get to meet with you in our "smaller" group. I thought all the mentors were just awesome! Also my fellow mentorees you were terrific too and I feel I learned from everyone involved. I have participated in group mentoring from its inception and have to honestly say this is the group I most enjoyed."

Tracey Kelly, Employment and Assistance Worker, Cranbrook EIA
Protégé in one of the "Policy, Corporate Planning, and Project Management" groups

"I have so much positive to say about this exciting journey...the design of the program allowed a 'safe' and open venue to share and equally gain insights about executive leadership and experiences. To me, this program approach and theme worked well...Without your passion and drive, Kim [mentor] and the other Ed's [mentors], it may not have been as fruitful. Excellent discussions...I believed all meetings objectives were achieved. The program model was fluid and this appeared to have work. I believe the themes discussed in each meeting did build off the previous one. In turn, this set the theme for the following events. Even if this was not intentional, it appeared to tie the overall objectives nicely together. To me this approach provided value...Next, networking is key. This program allowed the networking to be broadened to other lines of business...From a corporate perspective these programs help to strengthen the public service."

Ron Johnson, Director, Grants
Protégé in one of the "Executive Leadership" groups

"I enjoyed the experience and although it wasn't free of challenges, I learned a lot and felt it was a worthwhile project."

Claire Vardy, District Supervisor, Prince Rupert Employment & Assistance Centre
Mentor for one of the "Handling Conflict, Negotiation, and Influence" groups

"The ministry-wide group mentoring program was an excellent opportunity to leverage the knowledge of several people, for the benefit of each individual. Through developing a curriculum, to planning the regular sessions, researching the topics and delivering the material in a collaborative setting the large group achieved successful learning. The feedback that I have received has told me that we met peoples' goals of developing themselves toward higher areas of management responsibility. This was a very satisfying process to lead, and one that I will engage myself in again."

Bill McCrea, Executive Director, Internal Compliance and Risk Management
Working group member representing Gaming Policy and Enforcement Branch
Mentor for one of the "Executive Leadership" groups

"Thanks for sharing your framework. I am very impressed with how well thought-out the framework is. I like the way you distinguish the separate streams and your multi-prong learning structures."

Dr. Brigitte Harris, Acting Director, Core Faculty, School of Leadership Studies, Royal Roads University

Testimonials from Working Group

"Being a member of the 2010 cross-ministry Group Mentoring Program development team has been one of the most rewarding and memorable experiences of my time in the BC Public Service. Not only was I afforded an opportunity to work within a team of amazingly dedicated learning professionals from across government, but to see the sharing of knowledge and the cultivation of leadership from our mentoring leaders to our protégés has been truly inspiring to me. I believe this mentoring program has forever altered the course of leadership development in government and there is no end to the success we can achieve".

Sharon L Gilbert, Manager, Organizational Health & Development
Working group member representing Region 2, Regional Services Division

"Initially a ministry-wide mentoring program, the initiative really shone after the cabinet shuffle of 2010 which resulted in many program representatives being moved to new ministries. Despite the change in organizational boundaries, the team stayed unified in their commitment to the success of the now cross-ministry mentoring program and ensured that mentor and protégés alike remained engaged in the process to the end. This level of commitment to both the team and the program, exemplified by all program representatives, was truly an amazing display of teamwork."

Adam McKinnon, Manager, Financial Strategies
Working group member representing Gaming Policy and Enforcement Branch
Mentor for the "New to Management" group

"Being a member of the launch team for the 2010 cross ministry group mentoring program was both exhilarating, and challenging. Exhilarating in the sense that we were breaking new ground in mentoring. The scope of the undertaking and the numbers of mentors and mentorees was staggering. It was a challenge with a huge payoff however, as we all knew that the learning benefits for everyone would be immense. Everyone involved was the personification of teamwork, trust, and accountability. Support and recognition for each person was there from the start. As we collaborated together through the year, the sense of "one team" grew exponentially. It has been one of the highlights of my career to be part of such a dedicated, visionary contingent."

Rob King, Manager, Organizational Health & Development
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Submission #2837**Submission Information**

Form: Premier's Award Application

Submitted by Fahey, Kathy MSD:EX

Friday, December 9, 2011 - 10:25am

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Name of Ministry or eligible organization sponsoring this application

Social Development

Application Type

Organizational Excellence (ORGEXC)

Submission Control Number (hidden)

11-089PR

Region

Province Wide

Name of nominated organization, branch, or program, etc

Engagement & Workforce Development

Nominator

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Nominee information

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1	see attached list				

Summary word count

148

Summary statement (not to exceed 150 words). The following Summary Statement will be used as the published summary for all finalists submissions and video production summaries.

Synopsis of submission

When the Ministry of Social Development faced decreased development budgets in 2009, it turned to its long history of formal mentoring to develop the leadership skills required for the challenges of the future. With limited dollars for external training available, the ministry decided to ramp up the already successful mentoring program that had been operating for the past 15 years to fill the development gap.

Each year, about 200 employees participated in one-to-one or group mentoring arrangements, focusing on topics aligned with ministry priorities. The 2010 cross-ministry group mentoring program expanded to include three streams: career development (to prepare protégés to succeed in leadership roles), professional development (to further enhance performance in a specific role),

and personal development (to develop protégés in ministry priority areas).

Expanding the scope and organizational goals of the program resulted in nearly double the participation, with 376 mentors and protégés enrolled.

Submission word count

1466

Detailed Submission (Not to exceed 1,500 words)

Recognizes a ministry, division, branch or work unit that relies on outstanding organizational practices to sustain or achieve superior levels of outstanding service performance or delivery.

Context - Optional

Most organizations are facing the challenge of trying to re-imagine how they do business at the same time as facing a critical loss of talent with the impending retirement of the baby boomers. Organizations – and especially government – have to do more with less while continuing to provide services to a larger and more diverse population than ever before. Shrinking government budgets have limited resources for development, and that impacts the ability to create the next generation of skilled and experienced employees.

Considering this critical need for development given our demographics, the Ministry of Social Development decided to use the 2010 Group Mentoring program to promote succession into key positions, to increase skills in existing roles, and to develop employees in high-priority areas for the ministry. This mentoring program differed from its predecessors in terms of the scope, the number of participants, and most importantly the solid link to three organizational goals:

- 1) preparing employees for upcoming vacancies in leadership positions (career development stream);
- 2) improving service delivery (professional development stream); and
- 3) providing staff with ministry-specific learning opportunities (personal development stream).

(See Appendix A for program structure.)

EVALUATION CONSIDERATIONS (ORGANIZATIONAL COMPONENT)

Evidence of strong alignment and support of a clear, effectively communicated vision;

The program was designed to help achieve major organizational goals: succession planning for key leadership positions, improvement in service delivery through focusing on the Program Officer role, and professional development opportunities for all ministry staff. The objectives for each stream were aligned with these goals (See Appendix B) and in the evaluation of the program, 96% of active participants indicated that program objectives were achieved. Additionally, WES professional development scores for the ministry went up six points, indicating that staff felt they had access to meaningful professional development.

To combat the culture of silos, integration was a secondary focus. The program achieved this by having people from all divisions and regions involved in planning and coordinating the program, as well as having mentors and protégés from across the organization. With the largest number of participants historically in a government mentoring program, representing perspectives from every division and region, this goal of integration was achieved. (See Appendix C.)

A third focus was supporting talent management by helping employees improve performance in their current roles and advance in their careers. In 2010, mentoring was included in 38% of EPDPs

across the organization, which was the single largest development opportunity for staff. Group mentoring was also frequently included in leaders' Review Boards as a method to network and develop others, indicating that the program has permeated into the culture of the organization.

Employee Engagement - the organization or workgroup demonstrates practices that support high levels of trust, teamwork, accountability, autonomy and recognition;

. Supported by metrics on employee satisfaction, organizational development, or employee recognition;

The success of the 2010 Group Mentoring Program was completely driven by employees from start to finish. The program began by recruiting representatives from all divisions and regions to plan, organize, and coordinate the program. This group of 14 consulted with leaders to ensure the program would meet business needs, set the objectives for the program accordingly, designed the framework, identified learning themes, recruited mentors and protégés across the organization, coordinated the vetting of mentors and protégés, facilitated orientation sessions, and provided ongoing support to groups.

The program was delivered by 91 mentors from across all divisions and regions. These mentors were selected based on job performance, knowledge, passion for growth, ability to manage competing priorities, and personal charisma. Because the program had such a high profile, being chosen as a mentor had significant cache, at least partly because of the demonstrated commitment of executive through their own active participation as mentors.

Change Resilience - the organization or workgroup has concrete strategies that

support success even while going through change and transformation

The change resilience of the 2010 Group Mentoring program hinged on two factors: learning themes were broadly-framed in order to be relevant to all parts of the ministry, and multiple mentors were responsible for each group.

Learning themes, whether topic-based or position-based, and were constructed to be relevant to anyone across the organization. Resulting group topics ('Change in the 21st Century' or 'Policy, Planning, and Projects') were broad enough to be relevant to any government employee, and by corollary, also ensured that groups could survive organizational change.

In past programs, when a mentor left a group, it died. In order to avoid this, multiple mentors were recruited for each group. Though several mentors left the ministry, and the ministry itself went through major restructuring, all of the mentoring groups survived. In addition, almost all employees impacted by the reorganization chose to stay with the program, making this a truly cross-ministry program.

Innovation and Best Practices - The organization or workgroup supports innovation, risk taking and a commitment to ongoing improvement by incorporating or contributing to best practices

With the long history of mentoring in the ministry, a considerable amount of knowledge has accumulated through yearly evaluations, and the 2010 program made significant changes to incorporate those lessons learned.

For example, the program expanded to include two new streams and also included multiple mentors for each group, thus providing not only the expanded scope of the 'what' but also the 'who.' This helped to foster a network of learning relationships as mentors were able to offer different perspectives at the same time as accommodating protégés in their various learning

styles. Mentors shared their experiences, challenges, ideas, and decisions, and even involved protégés in project work. Thus the program aligned with Situated Learning theory which maintains that best learning occurs in context and through application.

The ministry partnered with Royal Roads University to develop the evaluation for the program. This ensured that success would be accurately measured, and mentoring knowledge would be shared through Royal Roads research. The program was also presented at the Conference Board of Canada NATCON 2011 conference in order to share learning with practitioners across Canada, with a 92% approval rating of the workshop.

EVALUATION CONSIDERATIONS (SERVICE COMPONENT)

The breadth and degree of involvement of clients including:

- . Process to define client, customer and citizen groups;**
- . Gathering and analyzing information to determine client needs;**
- . Using client, customer or citizen input to improve service delivery or to resolve conflicts;**
- . Establishing client service standards and**

satisfaction levels in consultation with stakeholders;

. Meeting or exceeding service standards and levels.

MSD Learning Services is responsible for providing ministry-specific learning, directed at ministry employees with the end goal of fulfilling business needs in order to better serve citizens.

In order to establish the learning needs of staff, the working group reviewed those identified by the ministry Needs Assessment and Review Boards. A list of potential learning themes were drafted and vetted through leaders and employees in each division and region to verify that they aligned with interest and business needs. A final list of themes included such topics as 'Getting Comfy with Competencies' and 'Service Delivery.' Taking these steps ensured the mentoring program fulfilled employee expectations as well as business needs.

The overall breadth and degree of impact of service delivery on clients;

All positions in the ministry are in place to support business priorities. The better each incumbent performs in a position, the higher probability that business priorities will be achieved. When staff are able to identify gaps and improve performance in a service delivery role, or develop skills in high-priority areas like change management and service delivery, the program ultimately serves the citizens of B.C. by improving individual employee's performance. In the evaluation, 87% of all participants indicated that this overall learning experience was effective, relevant and helped them develop skills.

Service delivery is aligned with public service vision, values and overall government direction;

The program increased internal capacity by developing staff across the ministry and by creating a leadership culture of information sharing. Typically the senior leadership of the organization meets once a year, but this program effectively tied leaders together in co-mentoring relationships, which helped leaders gain a broader organizational understanding at the same time as significantly expanding their professional network.

Research suggests that leaders who share information and are committed to developing others also have the most engaged employees. By encouraging knowledge sharing amongst leaders and staff, the program has helped to weave this into the fabric of the organization and has contributed to the engagement scores in the ministry continuing their upward climb.

Complexity including:

- . risks involved and mitigated;**
- . use of creativity in achieving desired outcomes;**
- . ability to maintain service while changing the delivery model;**
- . risks encountered and overcome;**
- . creativity demonstrated;**
- . technical or organizational difficulties**

addressed or financial constraints managed.

The greatest challenge of any mentoring program is to find and sustain sufficient mentors to support it. To address this challenge, the working group engaged leaders in all divisions and regions to vet learning themes and ensure the program was aligned with business priorities. By doing so, they demonstrated that the program would help achieve business goals and support staff.

Getting the early support from executive and in particular recruiting ADMs as mentors was critical in gaining and keeping momentum. The calibre of early adopters was a significant factor in attracting both mentors and protégés, and the result was that 91 leaders stepped up to be mentors (a seven-fold increase from the previous year).

A creative addition to the 2010 program was the establishment of sub-mentoring groups. Each mentoring group was divided into smaller groups that would meet with an individual mentor to provide more personalized learning. This ensured that all protégés had reasonable access to their mentors and also had tailored instruction.

The entire program was conducted virtually through conference calls and Live Meetings, contributing to the complexity of the program as it is difficult to create and foster virtual relationships. Mentors received guidance in conducting virtual meetings during the orientation sessions (which were also conducted virtually) and also received feedback from the working group on how to enhance protégés' experiences. By making the program virtual, it was accessible to everyone across the province, cost only employee time, and adhered to government's green goals.

Attachments

[Download Appendix A.pdf](#) [Download Appendix B.pdf](#)

[Download Appendix C.pdf](#) [Download Nominee information.pdf](#)
