



Improving Performance through Mentorship:

A National Demonstration Project



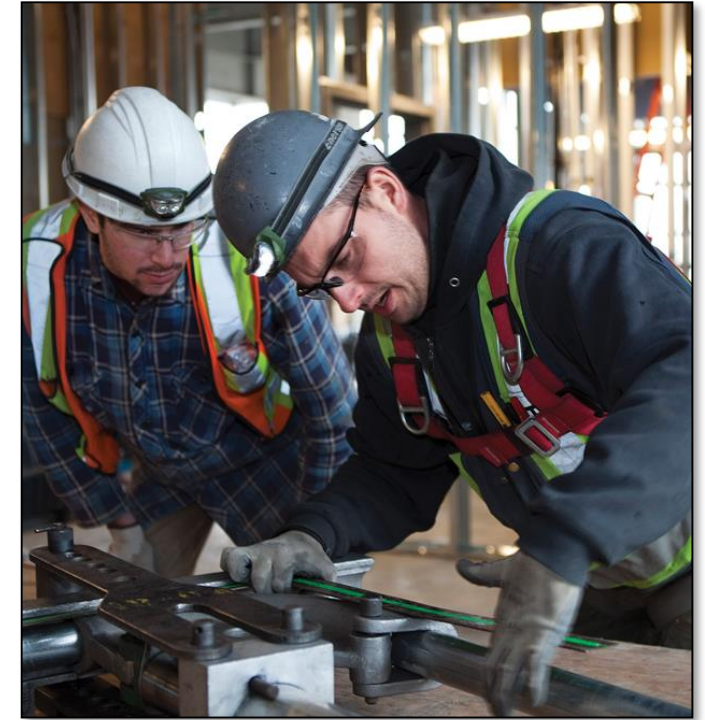
Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Background

- BuildForce Canada, SkillPlan, and SRDC have partnered to undertake a national initiative to develop, and implement an innovative mentorship training model that will support Canadians to improve their skills to get and keep a job, and adapt and succeed at work.



Canada

BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Partners

- BuildForce Canada is a national industry-led not-for-profit organization committed to working with the construction industry to provide information and resources to assist with its management of workforce requirements.



Canada

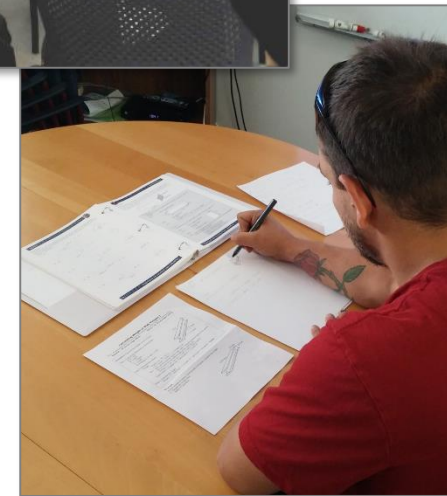
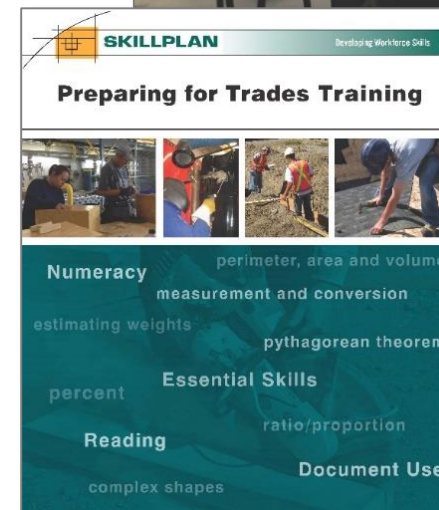


This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

About SkillPlan



- Over 25 years, SkillPlan has trained thousands of apprentices and journeypersons and provided resources to help build a more productive, safe and stable workforce.



Canada

BUILDFORCE
CANADA



SRDC

This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Partners

- The Social Research and Demonstration Corporation (SRDC) is a not-for-profit research organization, with offices in Ottawa, Toronto, and Vancouver, created specifically to develop, field test, and rigorously evaluate social programs.

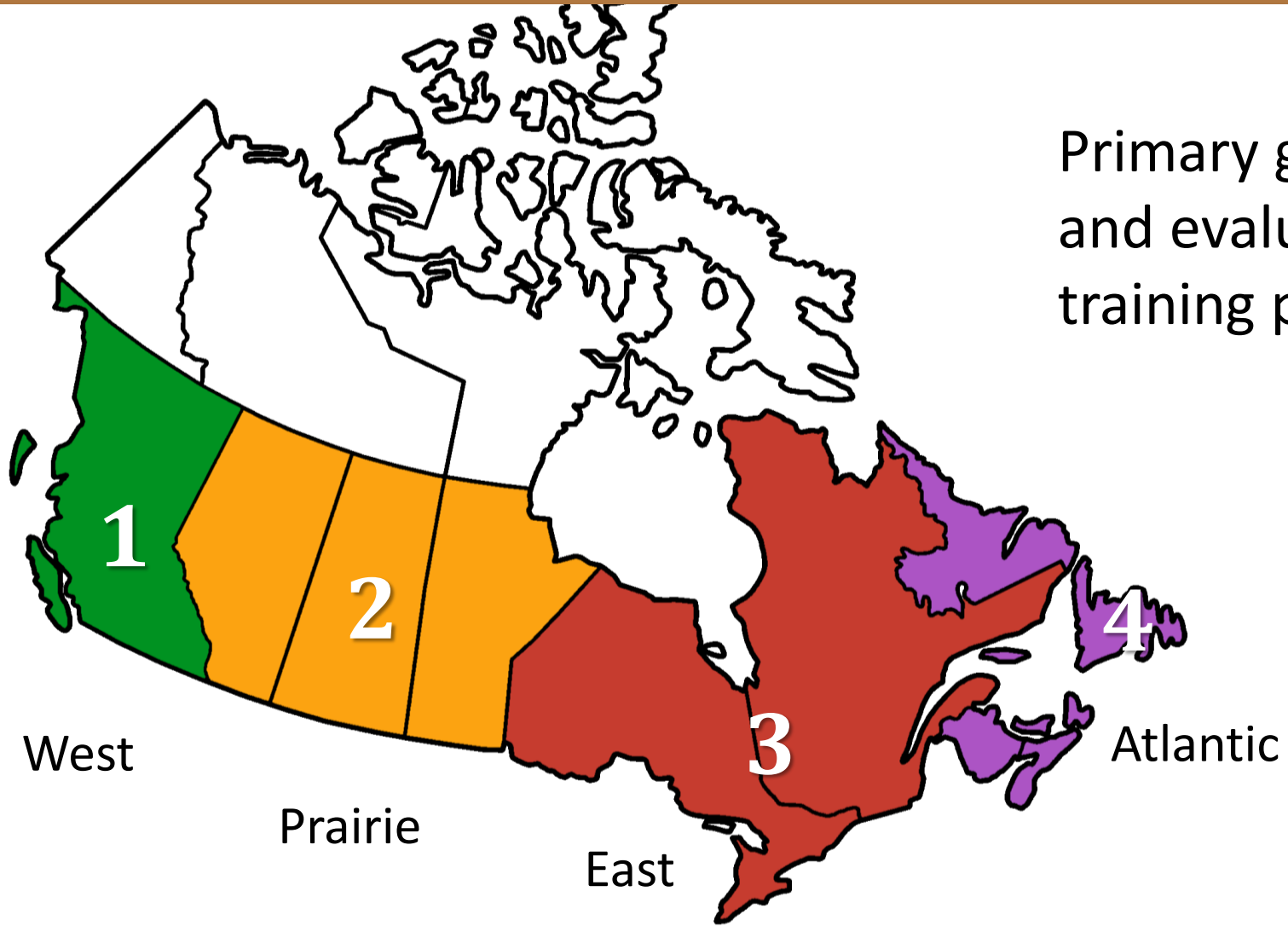


Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Improving Performance through Mentorship Project



Primary goal is to develop, implement, and evaluate a customized mentorship training program.

- Carpentry
- Electrical
- Finishing Trades
- Insulators
- Piping & Welding
- Reinforcing
- Optional others



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Project Timeline

Step 1	Marketing and Recruitment of Participants	August 2017 – February 2018
Step 2	Organization Needs Analysis	December 2017 – May 2018
Step 3	Mentorship Program Design	March 2018 – September 2018
Step 4	Train-the-Trainer	July 2018 – October 2018
Step 5	Mentorship Program Delivery	October 2018 – September 2020
Step 6	Research / Data Collection Ongoing	September 2018 – September 2020



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Mentorship Core Workshops

Goal: Enhance the quality of mentorship by improving key underlying skills of both mentors and mentees in 6 core principles

Workshop 1

Mentoring Program

- Step 1: Identify the Point of the Lesson
- Step 2: Link the Lesson
- Step 3: Demonstrate the Skill
- Step 4: Provide Opportunity for Practice
- Step 5: Give Feedback
- Step 6: Assess Progress

Workshop 2

Apprentice: Communications Program

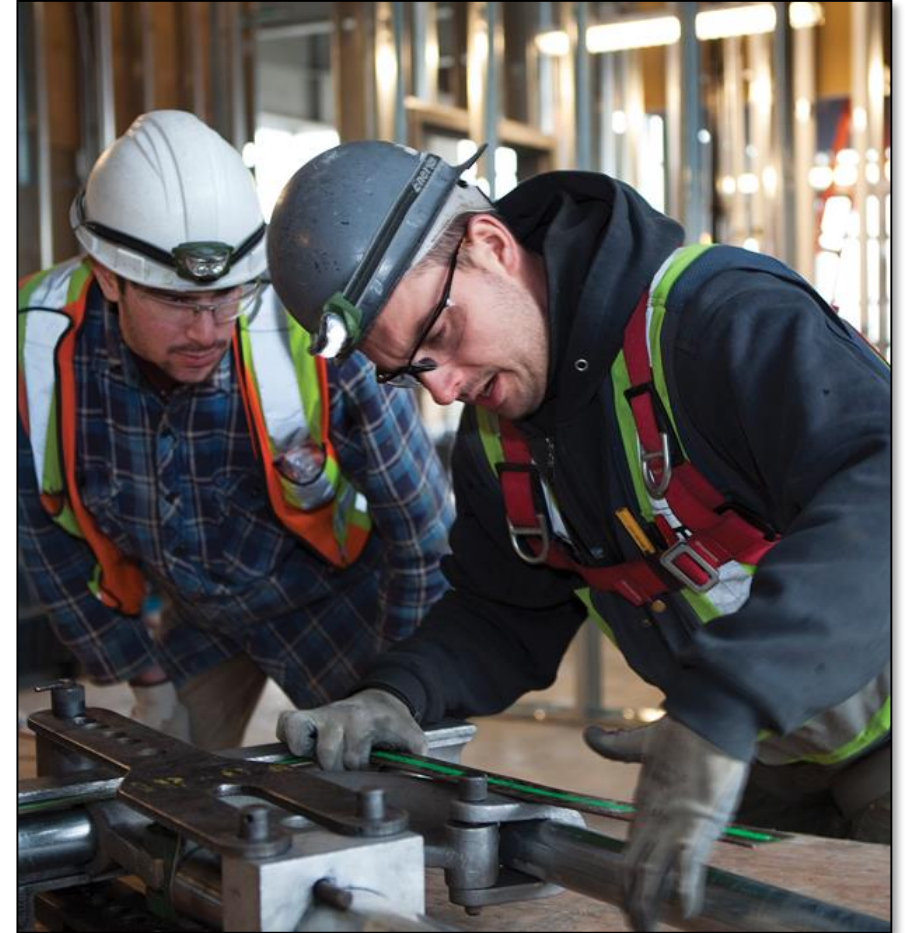
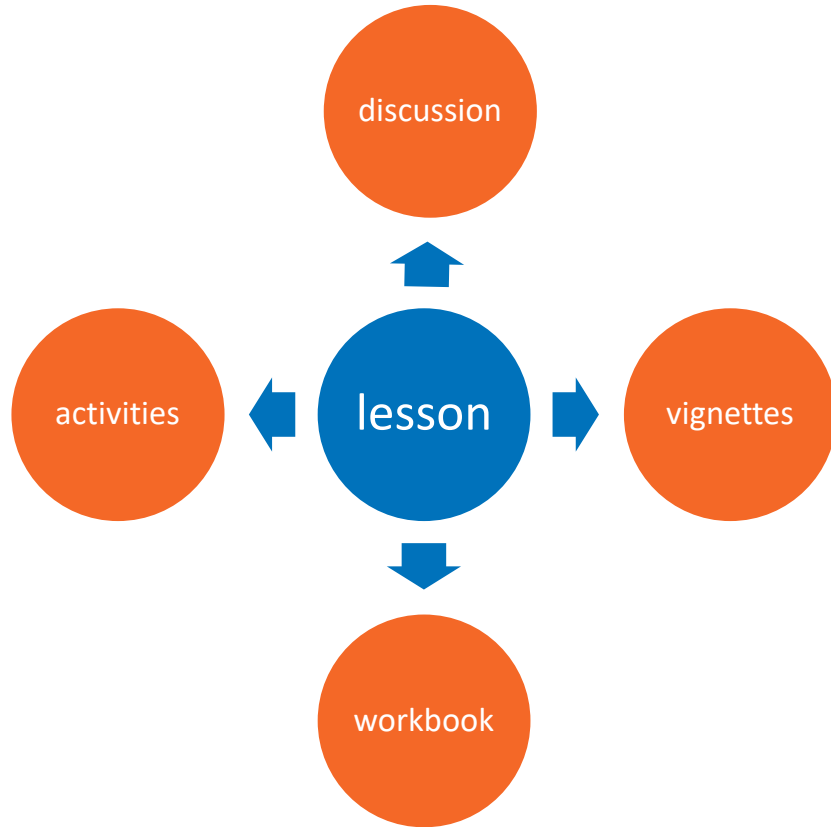
- Step 1: Effective Communication
- Step 2: Active Listening
- Step 3: Receiving Feedback
- Step 4: Asking Questions
- Step 5: Learning Styles
- Step 6: Setting Goals



Canada



Delivery of Workshops



Canada

BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Improving Performance through Mentorship Project

Mentoring



Canada

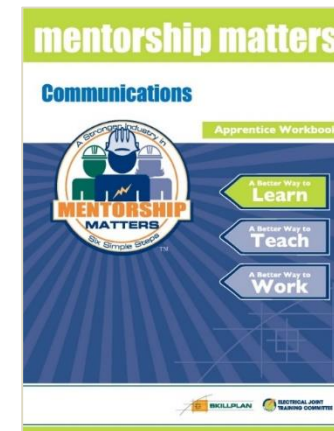
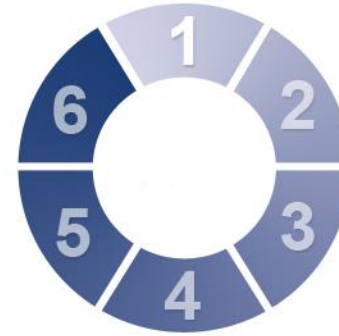
BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Core Mentorship Programs

- Six key principles of what it means to be a strong mentor and mentee
- Short videos reinforcing key mentor and mentee principles revolving around performance gaps
- Practice activities and scenarios
- Pre and post training surveys
- Trainer guide and material with accompanying participant workbooks



Canada

BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Mentorship On-the-Job Enhanced Optional Tools

- Jobsite mentorship orientation program
- Guidelines for mentorship discussions at toolbox and safety meetings
- Online mobile app for tracking activity and progress
- Online programs for further training in mentorship principles
- **Quality Assurance** by the project team



Canada

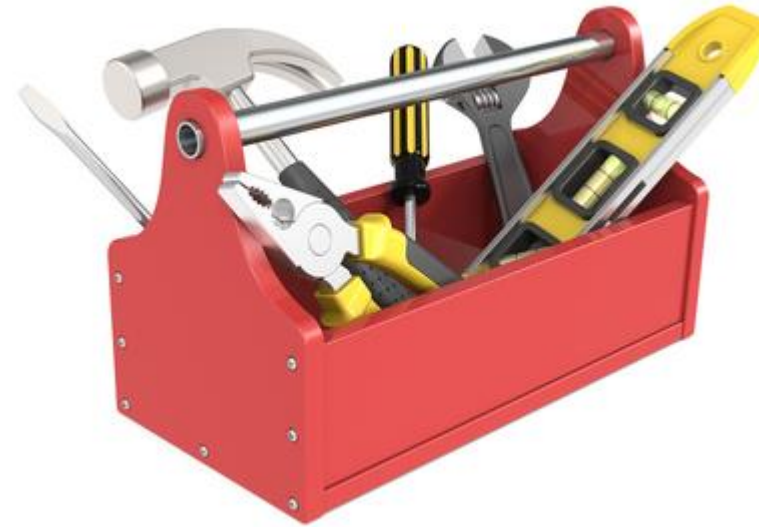
BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Mentorship Program – Enhanced Program

- Checklists and documentation that can be used in toolbox and safety meetings



Canada

BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Mentorship Program – Enhanced Program

- Jobsite mentorship orientation program



A Better Way to
Learn

A Better Way to
Teach

A Better Way to
Work



Canada

BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Mentorship Program – Enhanced Program

- Online mentorship competency mobile app
 - ✓ Logbook
 - ✓ Photos for record keeping
 - ✓ Skills profile
 - ✓ Review of competencies
- 



Canada 



Mentorship Alliance Video



<https://youtu.be/R9g0xcNk2RM>



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Research Design

- Developing a research framework and methodology for assessing the impact of mentorship training and its return on investment (ROI) for business
- **Research framework** – specifies the types of outcomes and indicators that will be used to measure the effects of the mentorship program
- **Methodology** – outlines the data collection strategy and methods for determining the impacts and its ROI
 - **Data collection strategy** – sources and timing of collection e.g. surveys, administrative data
 - **Methodology to isolate effects of mentorship** – pre-post analysis vs. comparison group designs



Canada



Research Design

- **Research framework** –a rich set of outcome measures for both the **individual** worker level (journeyworkers, apprentices) and **businesses** (contractors)
- **Primary indicators** will include the following:
 - **Skills** – gains in mentorship skills; key soft skills that drive mentorship quality
 - **Job Performance** – Improved task execution in key areas that drive business results determined by the organizational needs analysis (ONAs)
 - **Business Impact** – productivity, health and safety, service quality
 - **Other worker Impacts** – improved job stability, job satisfaction, mental and physical health and well being

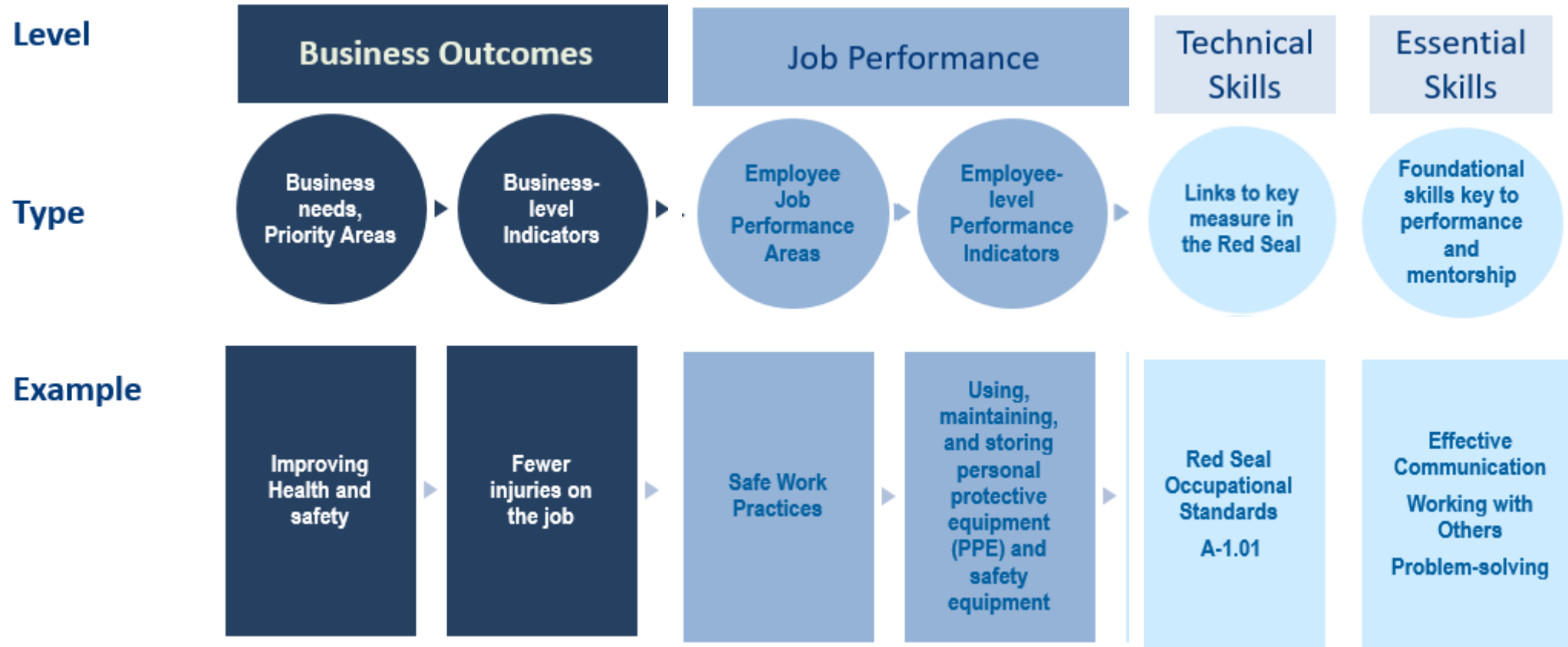


Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

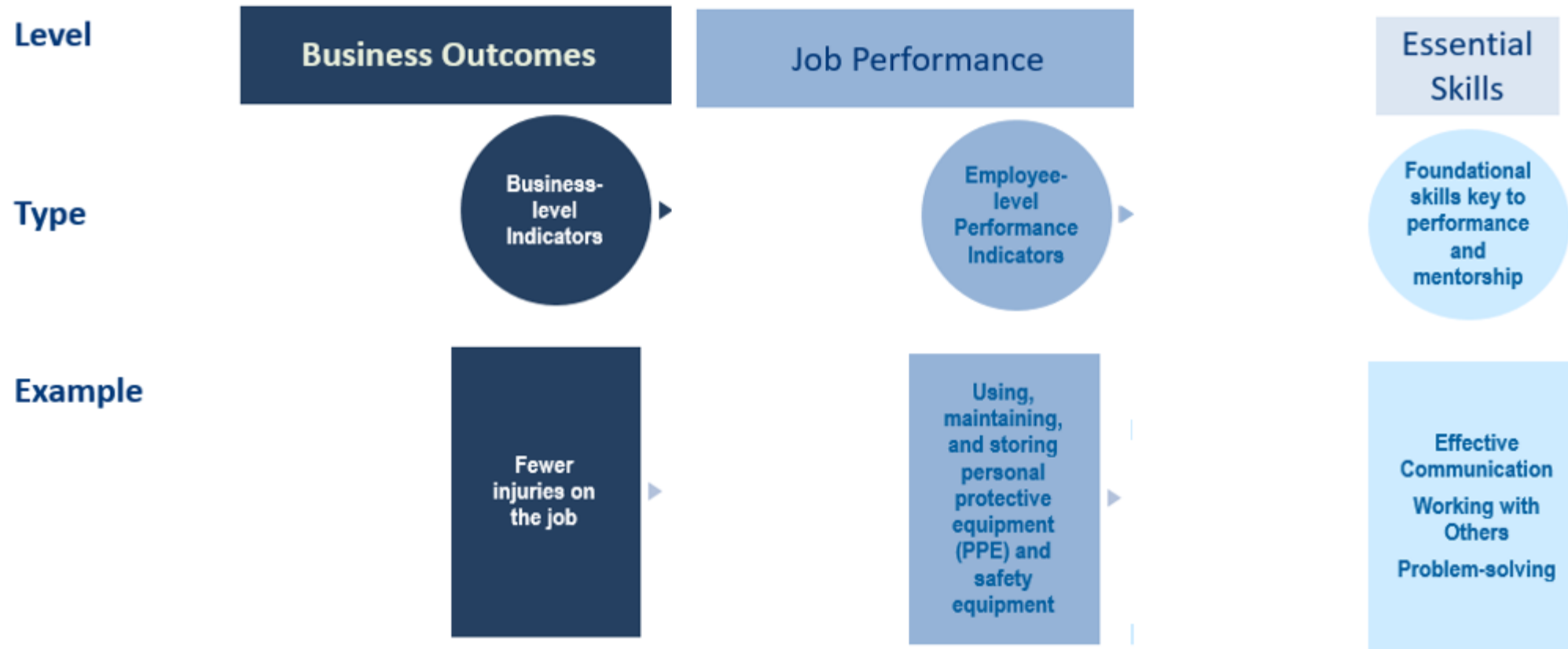
Distinguishing Types of Metrics



Canada



Our focus



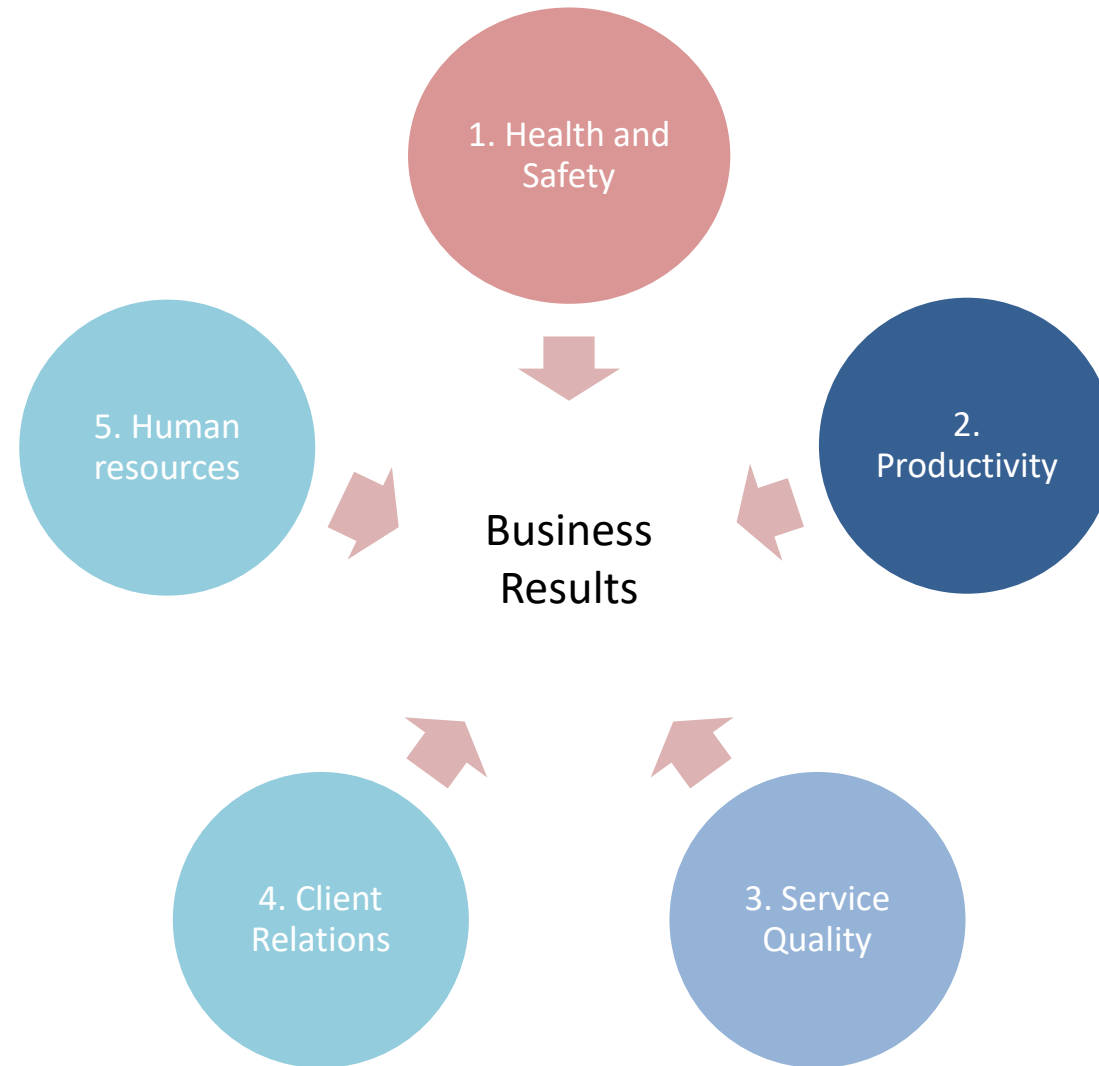
Canada

BUILDFORCE
CANADA



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Business Priorities



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Business-level KPIs

Health and Safety	Productivity and Efficiency	Service Quality
# injuries	# days/\$ cost over-budget due to delays on key work orders/jobs	Overall quality metrics from QA/QC reporting
# accidents	Efficiency metrics compared to industry standards	# of deficiencies from compliance reporting
# near misses	Ratio of Time-on-Tools (ToT) – contributing vs. non-contributing time	# of client complaints
# incidents of safety violations	Unit cost metrics for particular work orders	# of days/\$ cost over project budget due to errors, or re-installations
\$ replacement costs for absent workers	\$ cost measures of wastage	
\$ productivity loss for down time		
\$ costs for WCB premiums		



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Worker Performance Gaps

Health and Safety	Productivity and Efficiency	Service Quality
<p>Complacency in the use of some PPE</p> <p>Poor quality completion of field hazard assessments (going through the motions)</p> <p>Inconsistent housekeeping and elimination of workplace hazards</p> <p>Cutting corners in the safe operation of some tools and equipment</p> <p>Inconsistent reporting of safety incidents and near misses</p>	<p>Task inefficiency – challenges in task planning and execution</p> <p>Handling change orders – difficulty adapting to work interruptions</p> <p>Materials handling – ineffective planning and organization of tools and equipment</p> <p>Poor attitude/diligence in maintaining Time-on-Tools – minimizing down-time</p> <p>Challenges with labour scheduling</p>	<p>Lack of clarity in specifications and/or expectations regarding the level of quality e.g. understanding when good is good enough</p> <p>Gaps in planning and execution arising from not understanding the big picture</p> <p>Gaps in communication or understanding of the QA/QC process</p> <p>Overly focused on productivity at the expense of quality e.g. short-term thinking due to time pressure</p> <p>Poor communication with other trades</p>



Canada



Mentorship Skills

Mentors

- Clear communication of objectives
- Linking job tasks to the bigger picture
- Demonstrating the skills effectively
- Providing opportunities for practice
- Giving effective feedback
- Assessing progress



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Mentorship Skills

Apprentices - Mentees

- Effective two-way communication
- Using active listening skills
- Seeking feedback and receiving it constructively
- Asking strong open-ended questions
- Being aware of one's own learning style
- Setting goals



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Data Collection Strategy

- Minimize the burden while maximizing its relevance to business
- Utilize existing data where possible, supplementary surveys
- **Participant surveys** – for journey workers and apprentices – to assess skills and performance of mentees and mentors
- **Employer data** – admin sources where possible, supplementary surveys to measure changes in KPI's at crew or project level
- **Provincial data** – apprenticeship outcomes, completion rates
- All data measured at three points in time - pre-baseline, baseline, follow-up, separated by 3-6 months



Canada



This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program

Methodology

Methodology for measuring impacts and ROI

- Pre-post measures alone will lead to biased measures of the effects of mentorship training and its ROI
- Need to account for the “noise” and change that happens unrelated to training

Need a counterfactual – a measure of what changes would have happened without training

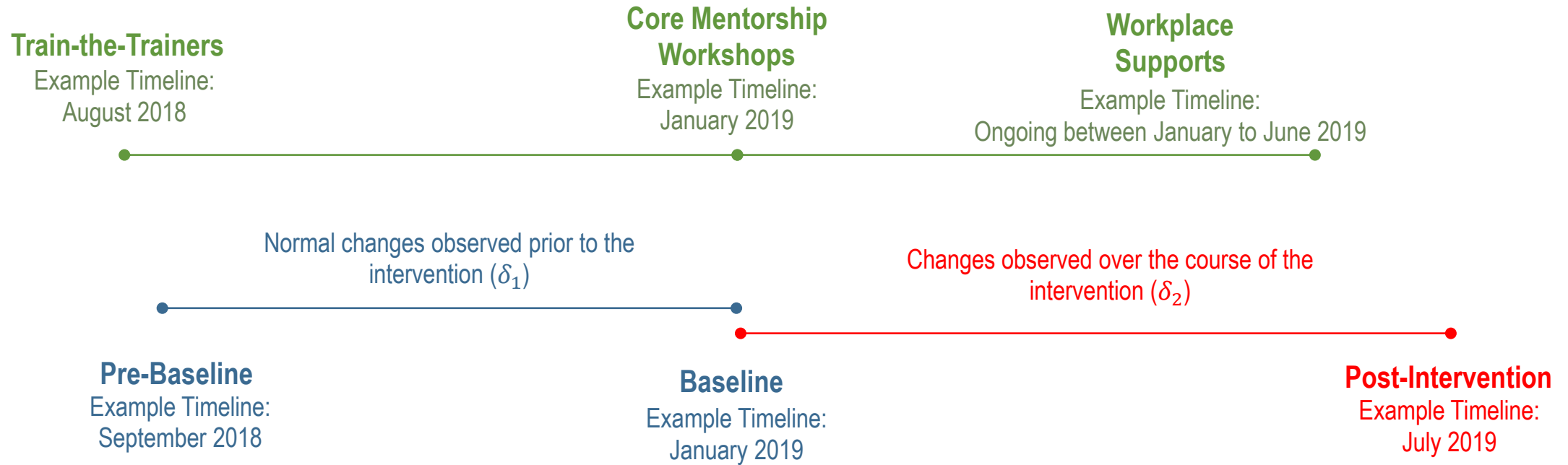
Comparison group design – change between the pre-baseline and baseline serves as the counterfactual, which post-program changes can be compared against



Canada



Data Collection Timelines



Changes as a result of the mentorship program

$$\text{Impact} = \delta_2 - \delta_1$$



Canada



Thank You

Contact:

Kyle Downie, CEO

kdownie@skillplan.ca

604.436.1126 x 102

David Gyarmati,
Research Director

dgyarmati@srdc.org

613.237.5298



MENTORSHIP

Improving Performance Through Mentorship



Canada

BUILDFORCE
CANADA



SRDC

This project is funded in part by the Government of Canada's Adult Learning, Literacy and Essential Skills Program