

# Mentorship Matters

## Program Overview



# Why Mentoring Matters

- Estimated to lose 250,000 tradespeople to retirement (2015-2024)
- Profit Margins
- Productivity concerns
- Safety
- Workplace wellness
- Competitive edge
- 80% of trade is taught on the jobsite



# Mentorship: The Framework

## Mentoring Principles

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

## Mentee/Worker Principles

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

INTRODUCTION

Effective mentoring requires strong Essential Skills with an emphasis on oral communication, teamwork and thinking skills (decision making, problem solving, planning and organizing, and critical thinking). Effective mentors have on-the-job skills, experience, knowledge and the ability to communicate about apprentices. Mentors play a key role in creating highly skilled, motivated and safe workers.

Best practices in mentorship ensures:

- Transfer of skills and knowledge
- Higher standards and increased productivity and safety
- Teamwork
- Work and trade

**Conclusion**

Our background, our culture, our personalities are multi-dimensional and complex. Conference Board

to create a work culture that encourages worker engagement, welcomes workers of all ages, abilities, and backgrounds, and provides equal opportunities for all workers regardless of race, ethnicity, gender, age, or disability. The construction industry needs to address the shortage of workers and the need to attract and retain workers from underrepresented groups including indigenous people, youth, and people with disabilities. For these groups, it can be more difficult to enter a trade and it requires a more supportive environment to ensure they feel included. This support may be even more critical for developing workers who pride in their trade.

**Tip**


Recognize and value differences and create an environment that works for all workers regardless of gender, culture, or background. Encourage workers' understanding of other gender grounds. Make sure all workers benefit equally from the experience and knowledge of experienced journeypersons. Encourage workers to be more adaptable to change and embrace different perspectives.

Working in a Respectful and Inclusive Workplace online course

**mentorship matters**

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INTRODUCTION




### What makes a good mentor or apprentice?


Recently, over 500 employers, contractors, supervisors, journeypersons, apprentices and others were interviewed about mentorship. They were asked to describe the qualities of a good mentor and a good apprentice.

What do you think the top 7 qualities were?

	Mentor	Apprentice
1)		
2)		
3)		
4)		
5)		
6)		
7)		



Watch the interviews on what makes a good mentor.



**mentorship matters**



# Components of Core Mentorship Program

- 1 **Six key principles** for mentor and mentee and effective communication skills
- 2 **Learning Outcomes** that describe the knowledge and skills you should develop by the end of the module.
- 3 **Background Information** to relate the topic to mentorship and the construction industry.
- 4 **Videos** to illustrate each of the six steps and encourage discussion.
- 5 **Discussion** to express opinions, share experiences, ask questions and listen to others.
- 6 **Activities** in partners and small groups to practice skills introduced in the workshop.



# Mentor Workshop

## Six Steps for Mentors



### Step 1. Identify the Skill

Tell apprentices what they are going to learn and why they are going to learn it.



### Step 2. Link the Skill

Explain why the apprentice needs to learn the skill, how it connects to the job and how it relates to the 'big picture' (e.g. to a more complex task or to safety, productivity and quality).



### Step 3. Demonstrate the Skill

Explain the skill and show how it is done.

# Mentor Workshop

## Six Steps for Mentors



### Step 4. Provide Practice

Set up the conditions and choose level of supervision required for apprentice to practice the skill.



### Step 5. Give Feedback

Provide feedback to apprentice to support, motivate, encourage and correct.



### Step 6. Assess Progress

Assess apprentice's skills and progress. Evaluate own skills as a mentor and ask for feedback.

# Apprentice Workshop

## Six Skills for Apprentices



### Skill 1. Effective Communication

Effective communication on the job increases your learning. You will learn the difference between one-way and two-way communication and the impact it has on your relationship with your mentor.



### Skill 2. Active Listening

Good listening skills help build positive relationships with mentors and coworkers. You will learn how active listening skills affect understanding and the importance of paraphrasing (repeating a message using different words).



### Skill 3. Asking Questions

Asking questions on the job is important for clarifying instructions, gathering information, and learning new skills. You will learn the difference between closed and open questions in gathering information.



# Apprentice Workshop

## Six Skills for Apprentices



### Skill 4. Receiving Feedback

Feedback tells you how you are doing on the job. It is an important part of learning new skills and correcting. You will learn the role of supportive and corrective feedback in learning new skills.



### Skill 5. Proactive Listening

To make the most of on-the-job learning, it helps to know 'how' you learn. You will learn about three learning styles (seeing, hearing, trying) and how each plays a role in the learning process.



### Skill 6. Setting Goals

Goal setting is crucial to success. You will learn the importance of setting short-term and long-term goals.



# On-the-job Supportive Tools

- Jobsite mentorship orientation
- Guidelines for mentorship discussions at toolbox and safety meetings
- **Online mobile app** for tracking competencies, mentorship skills and progress
- Survey summary reports
- Hard hat decals
- Quality Assurance by the project team



# Mentorship Program Objectives

Primary goal is to implement and evaluate a customized mentorship training program and its impact.

## 6 Principles to Mentoring

**Health & Safety**



**Productivity & Efficiency**



**Service Quality & Client Relations**



# Improved mentorship = enhanced job performance

Health and Safety	Productivity and Efficiency	Service Quality
Using PPE and other safety equipment	Task efficiency	Clarity in specifications and/or expectations of quality standards
Following safety procedures and regulations	Handling change orders and other work interruptions	Planning and execution of quality-related tasks
Maintaining a safe work environment	Materials handling – planning and organization of tools and equipment	Completion of QA/QC process
Safe operation of tools and equipment	Maintaining Time-on-Tools – minimizing down-time	Meeting quality standards under productivity pressure
Reporting of safety incidents, near-misses and accidents	Efficient labour scheduling	Communication and coordination with other trades

# Preliminary Insights: National Study 2021

Modules	Learning Objectives	Result Trends
Safety	✓ Using PPE	↑
	✓ Following Health and Safety procedures and regulations	↑
	✓ Maintaining a safe work environment	↑
	✓ Safety KPIs – Reduction in near-misses, minor injuries, etc.	↑
Productivity	✓ Material handling	↑
	✓ Handling work interruptions, change orders	↔
	✓ Task efficiency	↑
	✓ Productivity KPI – Reduction in downtime or idle time	↑
Quality	✓ Quality-related tasks, quality assurance and quality control	↑
	✓ Understanding quality expectation	↑
	✓ Quality KPI – Reduction in rework	↑



# Preliminary Insights: National Study 2021

## Improvements in Mentorship Skills – Mentors

Modules	Learning Objectives	Result Trends
Identifying the Skill	✓ Communicate what outcome is expected when the lesson is complete	↑
	✓ Keep the point of the lesson as concrete tasks or trade-related skills	↑
Linking the Skill	✓ Convey the “big picture” to mentees, link what they are learning with safety, productivity, quality standards, and with their overall learning plans	↑
Demonstrating the Skill	✓ Teach a new skill by explaining while showing the steps	↑
	✓ Answer questions to clarify	↔
Providing Opportunity for Practice	✓ Set up the right conditions to allow for practice	↑
	✓ Provide appropriate amount of supervision to ensure safety and quality	↑
	✓ Know when to allow limited, guided, and independent practice	↑
Giving Feedback	✓ Give corrective feedback constructively, describe the behaviour or action, explain the impact it has on crew/project, and suggest how to improve in the future	↑
	✓ Give supportive feedback – let apprentices know they are on the right track	↑
Assessing Progress	✓ Assess apprentices’ skills and career progress	↑
	✓ Assess your own mentoring skills – seek feedback and adapt	↑

# Preliminary Insights: National Study 2021

## Improvements in Mentorship Skills – Apprentices

Modules	Learning Objectives	Result Trends
Effective Communication	✓ Recognize the importance and effectiveness of two-way communication	↑
	✓ Use phrases to facilitate two-way communication	↑
	✓ Know how to take ownership of their own learning and apprenticeship	↑
Active Listening	✓ Enhance mentee's ability to understand and respond to instructions on jobsites by following the four steps of active listening: hear, interpret, reflect, respond – including by paraphrasing	↑
Asking Questions	✓ Know when and how to ask closed questions vs. open-ended questions	↑
Receiving Feedback	✓ Receive feedback with a non-defensive and open attitude	↑
	✓ Turn every feedback situation into a learning opportunity	↑
	✓ Ask for feedback – don't accept "no news is good news."	↑
Learning Styles	✓ Recognize and be able to tell mentors about their own learning styles	↑
Setting Goals	✓ Know how to set realistic and achievable goals, monitor their own learning, and ensure they get experience in all aspects of the trades	↔
	✓ Understand the professional behaviours and attitudes that make a successful apprentice	↑