



**Three Years On:**  
**Mentoring at the Department of Justice and  
the Public Prosecution Service of Canada**

November 2011  
Research and Statistics Division

*The views expressed in this report are those of the authors and do not necessarily reflect the views of the Department of Justice Canada, the Public Prosecution Services of Canada or the Government of Canada.*

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## **Research Team**

This research project was completed by a team of researchers in the Research and Statistics Division, Policy Sector, Department of Justice. The report was written by Susan McDonald and Melissa Northcott. Norm Desjardins and Sharon Wurr completed the interviews. Jo-Anne Chretien and Sharon Wurr implemented the electronic survey. If you have any questions or comments, please contact Susan McDonald at (613)957-9315 or [smcdonal@justice.gc.ca](mailto:smcdonal@justice.gc.ca).

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## Highlights

- Data from the administrative database of the National Mentoring Program (NMP) reveal that as of March 31, 2011, a total of 448 associates and 341 mentors from the Department of Justice Canada (JUS) had been matched. In addition, 37 associates and 29 mentors from the Public Prosecution Service of Canada (PPSC) had been matched. A quarter (25%) of those registered in the NMP from JUS and 13% of those from PPSC self-identified as belonging to one of three Employment Equity groups (Aboriginal peoples, persons with disabilities and visible minorities).
- For this study, 160 associates and 118 mentors (36% of those matched from JUS and PPSC) responded to an electronic survey. In-depth interviews were also conducted with 24 individuals. Of the survey respondents who chose to self-identify, 36% of associates and 15% of mentors were members of an Employment Equity group.
- Almost three-quarters of associates (74%) and mentors (75%) were satisfied or very satisfied with the NMP. Among Employment Equity group members, 75% of associates and 76% of mentors were satisfied or very satisfied with the NMP.
- The majority of associates (80%) and mentors (86%) indicated that they would recommend the NMP to others.
- The majority of associates (84%) and mentors (88%) indicated that they were satisfied or very satisfied with their mentoring relationship. Among Employment Equity group members, 82% of associates and 93% of mentors were satisfied or very satisfied with their mentoring relationship.
- More than half (60%) of the associates surveyed stated that they were satisfied or very satisfied with the matching process.
- Approximately one-third of respondents who completed the electronic survey indicated that they had not used the services provided by the NMP, including the intranet site, the orientation sessions and various NMP staff services.
- Associates and mentors in current and ended mentoring relationships stated that they experienced a number of benefits from their mentoring relationships. Mentors stated that they did not experience any costs associated with their participation in the program.
- Survey respondents and those who participated in the in-depth interviews provided useful suggestions as to how to improve the NMP and mentoring. Examples include: staying in touch with associates and mentors after the Orientation session; informal and formal training on topics like coaching vs. mentoring, how to end a relationship, and other similar topics; networking opportunities with other mentors and or other associates; and acknowledgement of the time and energy committed by mentors to their relationships.

## Executive Summary

In October 2008, the National Mentoring Program (NMP) was launched for the Department of Justice (JUS) and the Public Prosecution Service of Canada (PPSC). The National Mentoring Program defines mentoring as: "... a learning relationship in which both the mentor and the associate have an opportunity to share and grow in both their professional and personal capacities" (NMP Orientation Guide 2011, 3). Mentoring is a departmental priority and the goal of the NMP is to facilitate the creation of a supportive relationship. The NMP's objectives are three-fold:

- 1) To foster learning through the transfer of knowledge;
- 2) To create a more diverse and inclusive workplace; and
- 3) To develop leaders of today and tomorrow.

The NMP is designed as a *facilitated* program in that while it provides some assistance and structure, responsibility for the success of the mentoring relationship lies with the mentors and associates (NMP Orientation Guide 2011, 2).

For the fiscal year 2011-2012, the NMP is focusing on the development and implementation of an automated matching program. From its many indicators of success, the NMP has selected three that will guide its work in the short term. These are:

- 1) Meeting the NMP 90-day matching service standard;
- 2) Achieving an 80% overall satisfaction rate amongst participants; and
- 3) Improving job satisfaction amongst participants.

The purpose of this project was to better understand the impact of the NMP for associates and mentors in the Department of Justice and the Public Prosecution Service of Canada. There were four main research questions addressed in this study that were developed around three indicators of success:

- 1) What is the overall satisfaction with the National Mentoring Program for mentors and associates?
- 2) What is the overall satisfaction with mentoring relationships for mentors and associates?
- 3) What are some of the benefits of the NMP (as an associate or as a mentor)? For example,
  - a. Has it improved job satisfaction? If so, how?
  - b. Has it led to new career development opportunities? If so, how?
  - c. Has it helped mentors/associates feel more connected to JUS/PPSC? If so, how?
  - d. Has it helped mentors/associates think in different ways about the issues with which they – as a mentor or associate - are dealing?
  - e. Has it increased understanding of corporate values? Etc.



- f. Has it helped to keep individuals working at JUS/PPSC?
  - g. Have mentors/associates broadened their network of contacts? If so, why is this important?
  - h. Was the NMP a factor in a decision to join JUS/PPSC?
- 4) What are some of the costs of such a relationship (as an associate, as a mentor, as both)? Examples of costs could be the time required, negative feelings (frustration, etc.) when progress is not being made or there are other issues.

## **Methodology**

Data for this study were collected in July and August of 2011. Data were collected through three main sources:

1. An electronic survey completed by 160 associates and 118 mentors who were currently in, or who had been in, a mentoring relationship. More than a third (36%) of those who were sent the survey responded. Of the respondents who chose to self-identify, 36% of associates and 15% of mentors were members of an Employment Equity group (Aboriginal peoples, persons with disabilities, visible minorities). The electronic survey included questions on the NMP and on the respondents' satisfaction with the NMP;
2. In-depth interviews with 15 associates and 9 mentors that included questions on benefits and costs of the NMP and mentoring and suggestions for the NMP; and
3. The National Mentoring Program's administrative database, which provided demographic information on the NMP's participants and the number of members who were not matched within 90 days.

## **Study Findings**

### **Information on the National Mentoring Program**

Data from the National Mentoring Program's administrative database revealed that as of March 31, 2011, there were 957 individuals from JUS who had registered as a participant or member in the NMP, which represents 17% of the total 5,659 JUS employees and managers.<sup>1</sup> The number of individuals participating in the NMP from JUS and PPSC has been increasing consistently since it was launched in October 2008. For the PPSC, one tenth (11%) of that organization was participating in the NMP or 104 individuals out of 975.

In terms of matches, there were 448 associates and 341 mentors from the Department of Justice Canada had been matched. In addition, 37 associates and 29 mentors from the Public Prosecution Service of Canada had been matched. A quarter (25%) of those registered in the NMP from JUS and 13% from PPSC self-identified as belonging to one of three Employment Equity groups (Aboriginal peoples, persons with disabilities and visible minorities).

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<sup>1</sup> This includes students and casual employees.

The survey respondents revealed that they became aware of the NMP through a number of different sources, including the NMP brochure and recommendations from colleagues and managers.

The results that follow combine both JUS and PPSC participants.

### **Satisfaction with the National Mentoring Program**

Almost three-quarters of associates (74%) and mentors (75%) were satisfied with the NMP and 60% of the associates surveyed stated that they were satisfied with the matching process. Among Employment Equity group members, 75% of associates and 76% of mentors were satisfied or very satisfied with the NMP.

In addition, the vast majority of associates (80%) and mentors (86%) indicated that they would recommend the NMP to others.

The survey respondents were also asked to rate the usefulness of the intranet site, the orientation sessions and the National Mentoring Program staff. While many of the respondents found that these NMP services were useful, many participants had not used the services. The respondents were asked to rate their satisfaction with NMP staff services, particularly whether requests were promptly acknowledged, whether NMP staff focused on the participants' needs and whether the NMP staff were knowledgeable. Over 40% of associates and mentors were satisfied or very satisfied with the services provided by the NMP staff. Approximately one third of associates (28-33%) and almost half of mentors (42-45%) did not use the NMP staff services.

### **Current Mentoring Relationships**

The majority of associates (89%) and mentors (84%) who responded to the survey are currently in a mentoring relationship. Many of these associates (39%) and mentors (48%) have been in the mentoring relationship for 1 to 2 years. Just under one quarter (24%) of associates meet with their mentor once every six to ten weeks, and another quarter (24%) of associates meet once every three to four months. One third of mentors indicated that they meet with their associates once a month. The majority of these meetings occur in person and last about one hour.

Associates and mentors indicated a number of benefits of their current mentoring relationships. Almost three-quarters (74%) of associates were satisfied with the progress that they had made toward achieving the goals that they wanted to achieve through the mentoring relationship. Furthermore, a majority of associates stated that the mentoring relationship had helped them think in different ways about work-related issues (76%) and increased their understanding of corporate culture and values (69%). Just under half of associates indicated that the mentoring relationship had improved their job satisfaction (49%). The majority of mentors indicated that mentoring had been a valuable use of their time (93%), had been a learning experience (86%), and helped them feel as though they had something to contribute to the organization (86%). In addition, mentors who participated in the interviews stated that they did not experience any costs as a result of participating in the NMP.

In all, the majority of associates (84%) and mentors (88%) indicated that they were satisfied with their mentoring relationship. Among Employment Equity group members, 82% of associates and 93% of mentors were satisfied or very satisfied with their mentoring relationship.

### **Ended Relationships**

Eighteen associates and 21 mentors were in a mentoring relationship that had ended. There was quite a bit of variability in regard to how long the mentoring relationship had lasted and how frequently the associates and mentors met. As with those in a current mentoring relationship, the majority of associates and mentors in ended relationships had met with their mentor or associate in-person and the majority of meetings lasted about one hour.

Parallel to those in current mentoring relationships, associates and mentors in ended relationships specified a number of benefits associated with their relationship. Of the 13 associates who discussed the goals they wanted to achieve through the mentoring relationship with their previous mentor, many of the associates (n = 8) indicated that they were satisfied with the progress they made on these goals.

Furthermore, associates and mentors in ended relationships described the same benefits of their mentoring relationships as those in current relationships, including an increased understanding of corporate culture and values among associates and among mentors and the feeling that being in a mentoring relationship had been a valuable use of their time. Overall, many associates and mentors in ended relationships were satisfied with their relationship and many said that they would begin another mentoring relationship.

### **Other Comments and Suggestions**

Associates and mentors who participated in the surveys and the interviews provided many important observations and comments that could be used to improve the NMP. Many respondents were unclear as to the purpose of the NMP—that is, the Program itself and not the mentoring relationships—and some indicated that the NMP be further promoted in order to increase awareness. Additionally, some respondents noted the challenges of those in a long distance mentoring relationship and suggested that resources to facilitate an initial face-to-face meeting would be useful for those in these relationships, with different forms of technology being used in additional meetings. Also, the respondents noted that more needs to be done to understand how members of Employment Equity groups are benefitting from the NMP. There was also a genuine concern that as budgets are cut across government, the NMP may be an easy target.

Examples of the suggestions provided for the NMP include: staying in touch with associates and mentors after the Orientation session; informal and formal training on topics like coaching vs. mentoring, how to end a relationship, etc.; networking opportunities with other mentors and or other associates; and acknowledgement of the time and energy committed by mentors to their relationships.

## **Conclusion**

Results from this study indicate that the majority of associates and mentors who responded to the survey are satisfied with the National Mentoring Program itself and with their mentoring relationship. The study respondents indicated a number of benefits of participating in the NMP, and mentors stated that they did not experience any costs associated with their participation in it.

While the results of this study cannot be generalized to the entire NMP, the results of the survey suggest that the National Mentoring Program is meeting its indicators of success to a significant extent. Administrative data indicate that the first indicator of success for the NMP to meet its 90-day standard for matching associates to mentors is being met. The second indicator of achieving an 80% overall satisfaction rates among NMP participants has also been met. Three-quarters of the respondents stated that they were satisfied with the NMP, with an additional 19% indicating that they were neutral about the NMP. Moreover, more than 80% of participants stated that they were satisfied with their mentoring relationship. Finally, the third indicator of success, for the NMP to improve job satisfaction, also appears to have been met. Of the associates who responded to the survey, almost half (49%) indicated that their mentoring relationship had improved their job satisfaction to a great or some extent, while an additional 21% indicated that it had improved their job satisfaction to a little extent.

Many respondents provided thoughtful and feasible ideas that could be implemented to improve the NMP. There was much enthusiasm amongst the members to see the NMP continue and become even stronger in the belief that a stronger NMP would be better placed to support and strengthen mentoring relationships and foster a culture of mentoring in JUS and PPSC.

*Being a mentor has been the most rewarding experience of my work.*

- Mentor

*The strongest part of my mentoring experience has been my mentor.*

- Associate

## **1.0 Introduction**

Informal mentoring has always existed, in both professional and other contexts such as in education, hobbies and sports. Mentoring embodies the idea of learning from someone with more knowledge and experience and often, that knowledge and experience cannot be easily learned from a textbook. In more recent decades, formalized mentoring programs have taken root in workplaces around the globe to ensure that all employees can benefit from such relationships. Academic research from different disciplines has been undertaken to determine the benefits and costs of mentoring programs, what programs seem to work and why. In particular, several meta-analyses have documented the benefits of mentoring (Allen et al. 2004; Eby et al. 2008; Underhill 2006).

Primarily, mentoring has been shown to assist with career development (Allen et al. 2004; Scandura 1992; Eby et al. 2006a; Eby et al. 2006b; Kram 1985; Smith, Smith, and Markham 2000; Kay et al. 2009) and knowledge transfer (Kay and Wallace 2010; Wallace 2001; Kram 1985; Underhill 2006), two functions that are essential to both recruitment and retention of valuable employees. Most of the Canadian research on mentoring, particularly in the legal profession, has been conducted in the context of the private sector (see for example Kay and Wallace 2010; Kay and Wallace 2009; Kay et al. 2009; Kay et al. 2004; Cooper et al. 2004; Wallace 2001).

Some of the benefits noted in these studies (such as elevated pay (Kay et al. 2009)), have less resonance in the public sector with unionized workforces, salary grids and Performance Management Agreements. At the same time, the underlying importance of career development and knowledge retention for recruitment and retention, as well as many other benefits of mentoring, is the same in the public sector as in the private sector.

In October 2008, the National Mentoring Program (NMP) was launched for the Department of Justice (JUS) and the Public Prosecution Service of Canada (PPSC). The NMP defines mentoring as: "... a learning relationship in which both the mentor and the associate have an opportunity to share and grow in both their professional and personal capacities" (NMP Orientation Guide 2011, 3). Mentoring is a departmental priority and the goal of the NMP is to facilitate the creation of a supportive relationship where both the mentor and the associate have an opportunity to learn, share and grow in both their professional and personal capacities. The NMP's objectives are three-fold:

- 1) To foster learning through the transfer of knowledge;
- 2) To create a more diverse and inclusive workplace; and

- 3) To develop leaders of today and tomorrow.

The NMP is designed as a *facilitated* program in that while it provides some assistance and structure, responsibility for the success of the mentoring relationship lies with the mentors and associates (NMP Orientation Guide 2011, 2). Mentoring relationships can last as long as both mentors and associates see them as being valuable. In the Orientation sessions, time is dedicated to discussing “ending a relationship.”

The participation rate in the NMP has increased each year since the NMP started. In February 2009, the participation rate was 9% of the total JUS and PPSC and as of December 2010, this had increased to 16% (or 923 participants). Demographics on who is currently in the NMP will be presented in the results section.

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According to the NMP’s literature, benefits to individuals include:

- Increased understanding of corporate values;
- Career enhancement opportunities;
- Development of new skills (i.e., leadership, conflict resolutions, communication, etc.);
- Extension of network of contacts; and
- First-hand exposure to diverse ways of thinking and cultures.

And benefits for the Department include:

- Better succession planning and talent management;
- Effective knowledge transfer and capacity building;
- Retention of valued employees; and
- Help in the recruitment of employees.

For the fiscal year, 2011-2012, the NMP is focusing on the development and implementation of an automated matching program. Out of its many indicators of success, the NMP has selected three that will guide its work in the short term. These are:

- 1) Meeting the NMP 90-day matching service standard;
- 2) Achieving an 80% overall satisfaction rate amongst participants; and
- 3) Improving job satisfaction amongst participants.

The purpose of this project was to better understand the impact of the NMP for associates and mentors in the Department of Justice and the Public Prosecution Service of Canada.

## 2.0 Methodology

As with all research projects in the Research and Statistics Division, this project was presented to the Research Review Committee and was reviewed on its methodology and ethics. This section describes the research questions, data sources, methods and limitations. The project was undertaken from spring to fall 2011.

### 2.1 Research Questions

The staff from the National Mentoring Program worked with the Research and Statistics Division to develop the research questions. They were developed around the NMP's three key indicators of success.

- 1) What is the overall satisfaction with the National Mentoring Program for mentors and associates?
- 2) What is the overall satisfaction with mentoring relationships for mentors and associates?
- 3) What are some of the benefits of the NMP (as an associate or as a mentor)? For example,
  - a. Has it improved job satisfaction? If so, how?
  - b. Has it led to new career development opportunities? If so, how?
  - c. Has it helped mentors/associates feel more connected to JUS/PPSC? If so, how?
  - d. Has it helped mentors/associates think in different ways about the issues with which you – as a mentor or associate - are dealing?
  - e. Has it increased understanding of corporate values? Etc.
  - f. Has it helped to keep individuals working at JUS/PPSC?
  - g. Have mentors/associates broadened their network of contacts? If so, why is this important?
  - h. Was the NMP a factor in a decision to join JUS/PPSC?
- 4) What are some of the costs of such a relationship (as an associate, as a mentor, as both)? Examples of costs could be the time required, negative feelings (frustration, etc.) when progress is not being made or other issues.

In addition to these questions, administrative data were used to determine whether the NMP was meeting the 90-day matching standard.

### 2.2 Method and Data Sources

For the purposes of this project, three main data sources were used:

- 1) An electronic survey that was emailed to all mentors and associates who were in a mentoring relationship at the time of the survey, as well as those who had ended a relationship;

- 2) In-depth interviews with self-selected mentors and associates; and
- 3) The NMP's administrative database to provide a demographic profile of who is registered as a participant and the number of associates who were not matched within 90 days.

### 2.2.1 The Survey

The survey was developed in consultation with the staff from the National Mentoring Program in order to determine whether the NMP was meeting its indicators of success. In addition, Professor Fiona Kay of Queen's University, an expert in mentoring and the legal profession in Canada, provided comments on an early draft of the survey.

The survey could be completed in 10 minutes. It included questions on the NMP and on participants' mentoring relationships and a few questions on demographics. For example, participants were asked about how often they met with their mentor or associate, how long meetings lasted, and how these meetings were held (in person, by telephone, email, etc.). In addition, associates and mentors were asked different questions about how they believed they had benefitted from their mentoring relationships. Participants were also asked to rank their satisfaction with both the NMP and their mentoring relationship. These two questions were intended to measure participants' satisfaction and the findings here will be presented as satisfaction with the NMP and satisfaction with the mentoring relationship.

The survey was sent on July 6, 2011, from the National Mentoring Program general email address to 403 associates and 368 mentors. Current and past matched participants, from both JUS and PPSC, were invited to complete the survey. A reminder was sent each week and again just before the survey closed on August 5, 2011. There are generally many people on holidays over the summer months and the survey was only in the field for four weeks. The participation rate was 36% which is well within the range of rates for studies with busy professionals, such as lawyers (see for example Kay et. al. 2004).<sup>2</sup>

### 2.2.2 Interviews

In order to gather qualitative data, all those who completed the electronic survey were invited to volunteer for an in-depth interview. If interested, individuals provided their name and contact information and were subsequently contacted by a researcher from the Research and Statistics Division. These individuals were given a consent letter to sign to ensure they understood issues such as confidentiality and the voluntary nature of the interview.

In total, 64 individuals volunteered with 22 mentors and 42 associates.<sup>3</sup> The interest was far greater than the research team had anticipated and due to the short timeframe for the study, as well as holiday schedules, not all those who volunteered could be interviewed. Despite these constraints, very similar issues were raised consistently in the comments on the survey and by

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<sup>2</sup> For example, see Kay et al.'s 2004 study for the Law Society of Upper Canada where 5,000 lawyers were mailed a questionnaire and 35.78% (p.13) responded or Cooper et. al.'s 2004 study for the Alberta Law Society which had a survey response rate for active members of 13% (p.15).

<sup>3</sup> Note that out of the 22 mentors who volunteered for an interview, 2 did not provide contact information. Out of the 42 associates who volunteered, 6 did not provide contact information.



both associates and mentors in all the interviews. In the end, a total of 24 interviews were conducted (9 mentors and 15 associates).

All those who were not interviewed were sent an email thanking them for volunteering. Notes were taken during the interview and all names were removed from the notes. The data were then organized by theme with a focus on the NMP's success indicators: meeting the 90-day matching standard, satisfaction with the NMP, and improving job satisfaction.

### **2.3 Limitations**

The participation rate for the survey was 36% which is a respectable rate. A total of 64 individuals volunteered to be interviewed and we were able to conduct 24 interviews. The findings from the survey and the interviews presented in this report reflect only the experiences of those who participated and they should not be generalized to the entire NMP. As the survey and interviews were conducted over the months of July and August, there may be some individuals who would have liked to have participated but were unable to because of summer holidays.

Trying to measure indicators such as "improved job satisfaction" is difficult at best because job satisfaction is subjective and may mean different things to different people at different times. The survey asked associates one specific question as to whether their mentoring relationship had improved their job satisfaction. It should be noted, however, that many of the benefits of mentoring (broadening your network of contacts, increasing your understanding of corporate culture, providing you with a role model, etc.) may actually contribute to job satisfaction.

### 3.0 Results

#### 3.1 Who Participates in the National Mentoring Program

Administrative statistics are kept on participants in the NMP for both the Department of Justice (JUS) and the Public Prosecution Service of Canada (PPSC). All information in this section is as of March 31, 2011. At that time, there were a total of 957 individuals who had registered as a participant or member in the NMP, which represents 17% of the total 5,659 JUS employees and managers.<sup>4</sup> For the PPSC, one tenth (11%) of that organization was participating in the NMP or 104 individuals out of 975.

A total of 448 associates and 341 mentors in JUS had been matched as of March 31, 2011. In the PPSC, 37 associates and 29 mentors had also been matched.<sup>5</sup> JUS and PPSC both participate in the NMP and so a PPSC mentor might be matched with a JUS associate or vice versa. In addition, it is important to note that many mentors have more than one associate; some have two, three or even four. This is why the survey was sent to a smaller number of associates and mentors than the numbers presented here. To further complicate the administrative data, one individual may be registered (and hence count as one for the purposes of participation), but be both a mentor and an associate.

Table 1 below presents the numbers of members of three of the Employment Equity Groups registered in the NMP for JUS and PPSC. In Table 2, the gender of NMP members is presented.

**Table 1: Number of Members of Employment Equity Group Registered in the NMP - JUS and PPSC, March 31, 2011**

Employment Equity Group	JUS n	PPSC n
Aboriginal Peoples	26	2
Persons with Disabilities	29	2
Visible Minorities	180	10
Total EE members	235	14
Total NMP	957	104
Percentage of EE members in NMP	25%	13%

Source: National Mentoring Program Administrative Database 2011

**Table 2: Gender of NMP Participants, JUS and PPSC, March 31, 2011**

Gender	JUS n (%)	PPSC n (%)
Male	277 (29%)	52 (50%)
Female	680 (71%)	52 (50%)
Total	957 (100%)	104 (100%)

Source: National Mentoring Program Administrative Database 2011

<sup>4</sup> This includes students and casual employees.

<sup>5</sup> These numbers reflect all those who are registered as being in a mentoring relationship. It is not possible to determine from the administrative database how many matches were pre-existing and how many were coordinated through the NMP. For example, some mentors and associates were already in a mentoring relationship before registering with the NMP or some associates had already approached a mentor and a match had been agreed upon.

In February 2009, three months after the NMP was launched, the participation rate for JUS was 8.7%. In December 2010, the participation rate had increased to 16.4% (or 923 participants) and in March 2011, the rate was 16.9% or 957 participants. For the PPSC, in March 2011, one tenth (11%) of the organization was participating in the NMP or 104 individuals out of 975. Overall, what is important is that the participation rate has climbed steadily since the launch of the NMP in October 2008 and registration of both mentors and associates continues in both JUS and PPSC.

### 3.2 Who Participated in this Study

A total of 118 mentors and 160 associates responded to the survey. This represents a participation rate of 36% of all matched NMP participants. For associates, 152 respondents were from JUS and 8 were from PPSC. For the mentors, 111 respondents were from JUS and 7 were from PPSC. Results for JUS and PPSC are presented together.

Table 3 presents the demographics of mentors and associates who responded to the survey.

**Table 3: Demographics of Survey Respondents, Associates and Mentors<sup>6</sup>**

Classification Group	Associates N=154 <sup>7</sup> n (%)	Mentors N=118 n (%)
AS	15 (10%)	6 (5%)
CR	13 (8%)	2 (2%)
CS	2 (1%)	0 (0%)
EC	17 (11%)	15 (13%)
EX	2 (1%)	7 (6%)
IS	3 (2%)	0 (0%)
LA management	11 (7%)	31 (26%)
LA non-management	88 (57%)	51 (43%)
PE	1 (1%)	5 (4%)
PM	1 (1%)	1 (1%)
Other	1 (1%) student	0 (0%)
Region	Associates N=160 n (%)	Mentors N=117 n (%)
Northern	7 (4%)	0 (0%)
British Columbia	26 (16%)	19 (16%)
Prairie	18 (11%)	15 (13%)
Ontario	27 (17%)	24 (21%)
National Capital Region	73 (46%)	51 (44%)
Quebec	5 (3%)	5 (4%)
Atlantic	4 (3%)	3 (3%)
Gender	Associates N=159 n (%)	Mentors N=117 n (%)
Male	39 (25%)	42 (36%)
Female	120 (75%)	75 (64%)

<sup>6</sup> Note that percentages may not add up to 100% due to rounding.

<sup>7</sup> Note that the N (number of respondents to a question) may not equal the total number of respondents to the survey where individuals chose not to answer a survey question.

<b>Members of Employment Equity Groups</b>	<b>Associates N=150 n (%)</b>	<b>Mentors N=115 n (%)</b>
Aboriginal Peoples	7 (5%)	4 (3%)
Persons with a Disability	7 (5%)	8 (7%)
Visible Minorities	40 (27%)	5 (4%)
<b>Years in the Public Service</b>	<b>Associates N=160 n (%)</b>	<b>Mentors N=117 n (%)</b>
Less than 1 year	2 (1%)	0 (0%)
1-2 years	19 (12%)	0 (0%)
3-5 years	46 (29%)	6 (5%)
6-8 years	30 (19%)	5 (4%)
9-11 years	23 (14%)	25 (21%)
12-14 years	12 (8%)	12 (10%)
15-17 years	8 (5%)	10 (9%)
18-20 years	8 (5%)	11 (9%)
More than 20 years	12 (8%)	48 (41%)
<b>Years at JUS and/or PPSC</b>	<b>Associates N=160 n (%)</b>	<b>Mentors N=118 n (%)</b>
Less than 1 year	4 (3%)	0 (0%)
1-2 years	30 (19%)	0 (0%)
3-5 years	59 (37%)	11 (9%)
6-8 years	22 (14%)	9 (8%)
9-11 years	17 (11%)	28 (24%)
12-14 years	10 (6%)	18 (15%)
15-17 years	5 (3%)	5 (4%)
18-20 years	4 (3%)	14 (12%)
More than 20 years	9 (6%)	33 (28%)

Source: National Mentoring Program Survey 2011

Out of survey respondents who chose to self-identify (n=150 associates, n=115 mentors), 36% of associates and 15%<sup>8</sup> of mentors were a member of an Employment Equity group. Selected findings for members of an EE group will be presented throughout the report given that one of the objectives of the NMP is to “create a more diverse and inclusive workplace.”

At the end of the survey, respondents were asked if they were interested in being interviewed and if so, they were prompted to provide their name and contact information. As noted earlier in section 2.2.3, a total of 64 individuals volunteered and ultimately, 24 interviews were completed. Associates and mentors, lawyers and other professionals, senior managers and employees, both new and experienced volunteered for an interview. We tried to ensure that we had a range of experiences and included individuals in Legal Service Units, in regional offices, in both JUS and PPSC, and in as many occupational categories as possible.

In the following sections, we examine results from the survey and interviews on the National Mentoring Program first followed by results about current and ended mentoring relationships.

<sup>8</sup> Note that the rounding of percentages for EE members by group in Table 3 result in slightly different numbers than the total EE members in the text. The sample for the survey included higher percentages of EE numbers compared to those registered for the NMP.

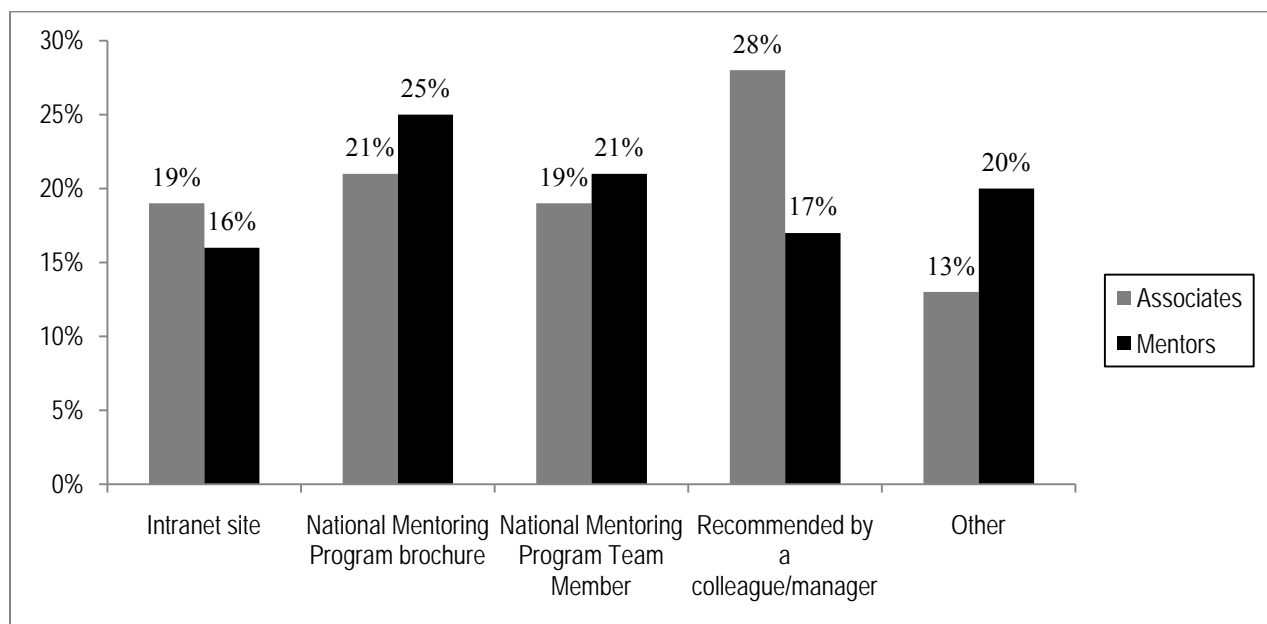
Wherever appropriate, we include results from the interviews with results from the survey to fully respond to the questions.

### 3.3 The National Mentoring Program

#### 3.3.1 How respondents became aware of the NMP

All respondents were asked how they became aware of the National Mentoring Program and results are presented below in Figure 1.

**Figure 1: How respondents became aware of the NMP<sup>9</sup>**



Source: National Mentoring Program Survey 2011; N Associates = 160; N Mentors = 118

In the “other” category, respondents indicated that they were aware of the NMP through Employment Equity committees, the new employee orientation, the Justice Leaders of Tomorrow Program and through presentations by an Ambassador. In addition, some received automatic emails when mentoring was included in Individual Learning Plans. Numerous mentors also noted that they heard about it from managers encouraging them to get involved. It seems that all modes of advertising are working, with social networks (colleagues) playing an important role in matching people. In the end, these numerous avenues remain useful.

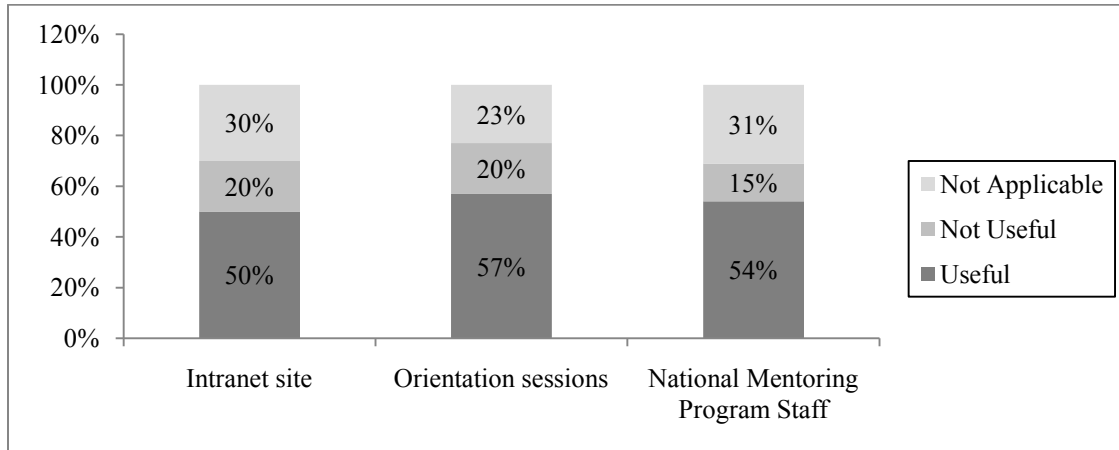
#### 3.3.2 NMP Services

Respondents were asked to rank the usefulness of several NMP services using a 4-point scale with Very useful, Useful, Not very useful, and Not at all useful. The services, the scale and the results can be seen in Figures 2 and 3. The rankings have been combined for ease of reference:

<sup>9</sup> Note that percentages may not add up to 100% due to rounding.

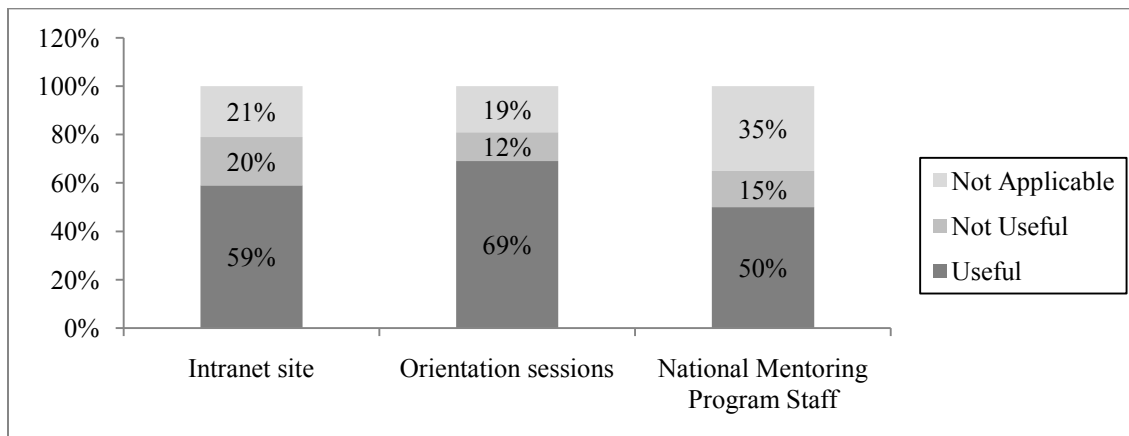
Very useful and useful are presented together and not very useful and not at all useful are also presented together. Not applicable is represented as a separate category.

**Figure 2: The usefulness of NMP services – Associates**



Source: National Mentoring Program Survey 2011; Ns range from 158 to 160

**Figure 3: The usefulness of NMP services – Mentors**



Source: National Mentoring Program Survey 2011; Ns range from 116 to 118

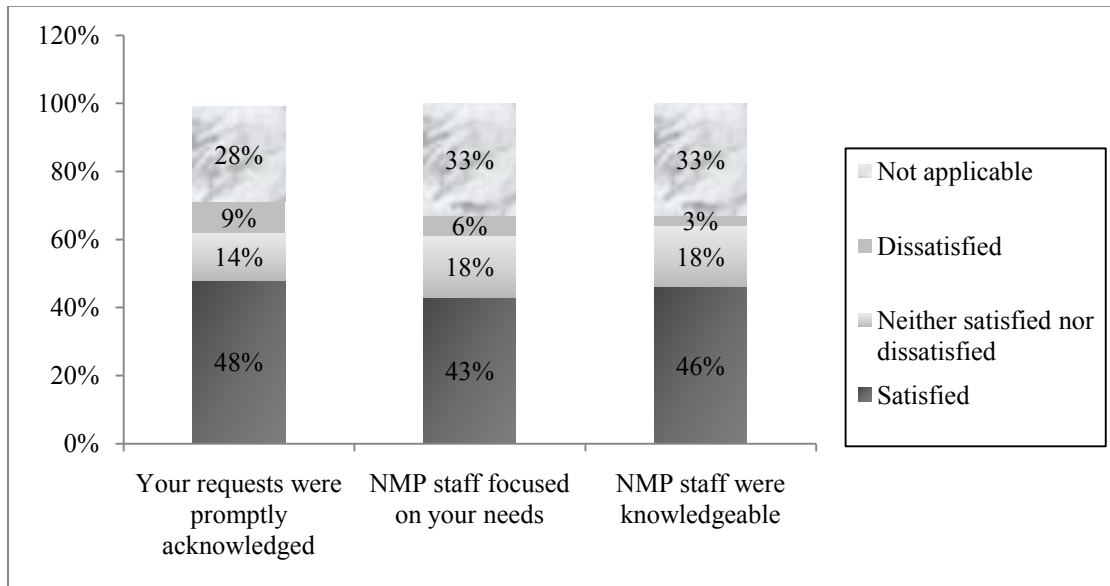
What is most interesting here is the large number of individuals – both mentors and associates - who responded “Not applicable” indicating that the service had not been used. For example, 23% of associates and 19% of mentors indicated that they had not attended the Orientation sessions, while 31% of associates and 35% of mentors had not used the NMP staff. In a follow-up question as to whether there were any other services used, several individuals commented that they had never used the NMP for anything.

Mentors appear to have found the Orientation sessions slightly more useful than associates. This may be because mentors are looking for guidance on their role and responsibilities and associates are most interested in the mentoring itself and the outcomes.

### 3.3.3 NMP Staff Service Satisfaction

Respondents were asked to rank their satisfaction with NMP staff and the service they may have been provided on a 5-point scale. Figures 4 and 5 present the specific services, and the results. As with the previous question, the rankings have been combined – Very satisfied and Satisfied are presented together, then Neither satisfied nor dissatisfied and finally, Dissatisfied and Very dissatisfied are also presented together. Not applicable is also presented. As with the previous question (see Figure 3) the results indicate that a proportion of respondents, both associates and mentors, did not use NMP services.

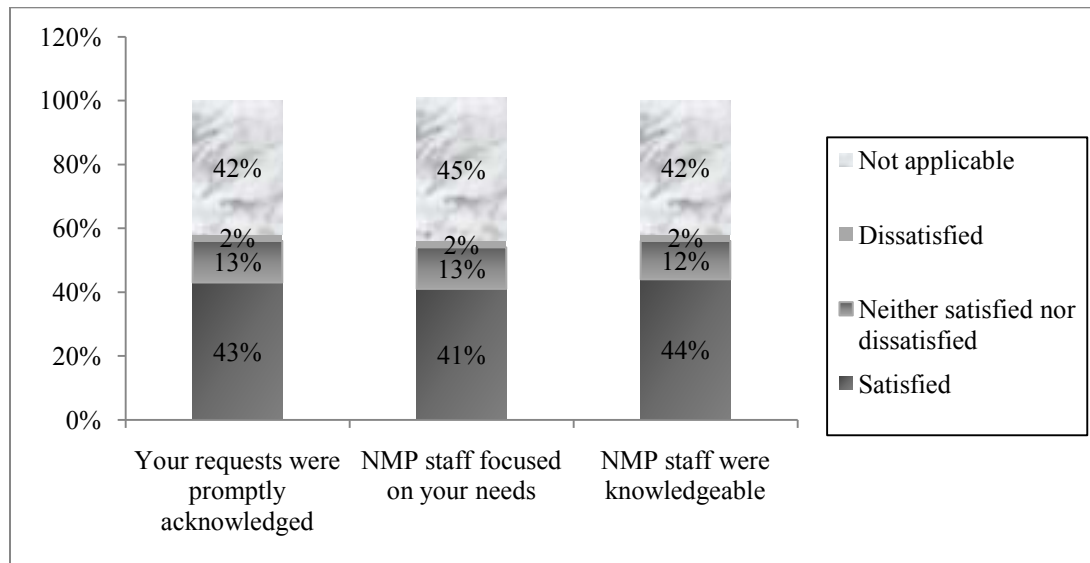
**Figure 4: Satisfaction with NMP staff service - Associates<sup>10</sup>**



Source: National Mentoring Program Survey 2011; N = 160

<sup>10</sup> Note that percentages may not add up to 100% due to rounding.

**Figure 5: Satisfaction with NMP staff service – Mentors<sup>11</sup>**



Source: National Mentoring Program Survey 2011; N = 118

Figures 4 and 5 show that almost one third or more of both associates (28-33%) and mentors (42-45%) did not use the NMP services. For those who did use the services, only a small minority were dissatisfied (associates, 3-9% and mentors 2%). In addition, very few of those interviewed commented on the service provided by NMP staff. One associate felt that there was a lack of support from the NMP and that this should be improved. As an example, the associate indicated that she had never received a reply when she sent an email to the general NMP mailbox inquiring as to the process of how to end a relationship. In contrast, a mentor who was interviewed spoke warmly about the efficient and excellent responses she had received from NMP staff to all her queries.

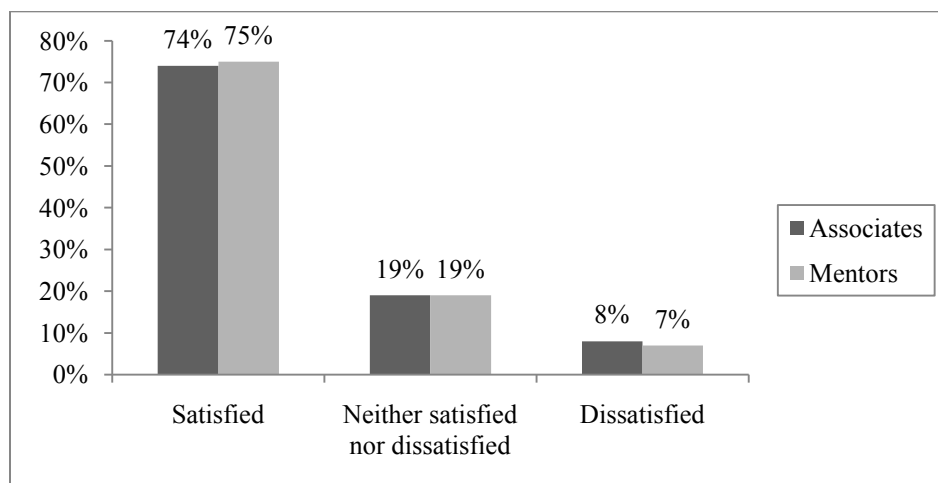
### 3.3.4 Overall satisfaction with the National Mentoring Program

Respondents were asked to rank their overall satisfaction with the National Mentoring Program on a 5-point scale. Figure 6 presents the results. As with the previous questions, the rankings have been combined – Very satisfied and Satisfied are presented together, then Neither satisfied nor dissatisfied and finally, Dissatisfied and Very dissatisfied are also presented together.

<sup>11</sup> Note that percentages may not add up to 100% due to rounding.



**Figure 6: Overall satisfaction with the National Mentoring Program<sup>12</sup>**



Source: National Mentoring Program Survey 2011; Associates N = 160; Mentors N = 118

One of the three indicators of success for the NMP is to achieve an overall satisfaction rate of 80% amongst participants. Levels of satisfaction are very similar for both associates and mentors and also for Employment Equity group members which is a positive finding. Almost three quarters of associates (74%) and mentors (75%) responded that they were satisfied or very satisfied with the National Mentoring Program. The levels of dissatisfaction are very low. Amongst associates, 8% responded that they were either dissatisfied (6%) or very dissatisfied (2%). Amongst mentors, 7% responded that they were dissatisfied and no mentors indicated that they were very dissatisfied with the NMP.

Out of Employment Equity group members, 75% of associates and 76% of mentors were very satisfied or satisfied with the NMP.

Respondents were also asked if they would recommend the NMP to others. Table 4 below presents the results for associates and mentors.

**Table 4: Whether respondents would recommend the NMP to others – Associates and Mentors**

Response	Associates N=159 n (%)	Mentors N=118 n (%)
Yes	127 (80 %)	102 (86%)
No	10 (6%)	7 (6%)
Don't know	22 (14%)	9 (8%)

Source: National Mentoring Program Survey 2011

The vast majority of both associates (80%) and mentors (86%) would recommend the National Mentoring Program to others. A larger proportion of associates (14%) as compared to mentors (8%) answered “don’t know.”

<sup>12</sup> Note that percentages may not add up to 100% due to rounding.

When asked why or why not, almost all respondents provided comments.

*It is a great opportunity, at a minimum, for senior staff to get to know more junior lawyers (that they don't work with).*

*We need a formalized way of providing mentoring and leadership to lawyers at all levels. Without a structure and supports it simply doesn't happen. While there may be informal discussions, the existence of a program demands a greater level of commitment and defined goals.*

*I think the NMP is a fantastic opportunity for DOJ/PPSC employees to develop and learn - both mentors and associates - drawing from the Department's capacity.*

*Because it is a wonderfully structured way to encourage networking and the continued growth of our strongest asset - our people. Because it helps to break down barriers between HQ and regions. Because it allows for open, honest conversation.*

On the survey, the positive comments far outnumbered the negative and we obviously, cannot include all comments in this short report. Below are two comments from those who would not recommend the NMP:

*I did not find it helpful. It is obvious that some mentors adhere to it because they are encouraged to by upper management but do not expect to provide the associate with real time.*

*This program did not work for me at all. I was matched with a mentor but told not to begin the mentoring relationship until I had some kind of training. That is the last I heard and have never spoken with my mentor.*

In the first quotation, it is the mentoring relationship that was unsatisfactory and without knowing any more details about that particular relationship, could be seen to illustrate the disadvantages if mentoring is mandatory. In the second quotation, it is the NMP that did not fulfill expectations for the associate. It should be noted that the NMP encourages associates to be pro-active with their relationships and contact their mentors as opposed to waiting for their mentors or the NMP to schedule first and future meetings.

### 3.3.5 What more could the NMP do to assist mentoring relationships

In addition, respondents were asked if there is anything the NMP – which is designed as a *facilitated* program - could do to assist more with the mentoring relationship. Many comments were provided in answer to this question, both on the survey and from those interviewed. There was only one individual, however, who indicated that this informal approach was working well.

*I like the informal, arms length relationships that the NMP supports.*

Overall, those who participated in this study want more support from the NMP and believe that this support would help to foster stronger allegiance to the NMP, a culture of mentoring in JUS/PPSC, and more productive relationships. Most comments included specific ideas that do not necessarily require significant resources, of what this support could encompass. The comments and discussion are divided below into three themes: onus to make the relationship work, additional activities, and connections with the NMP.

#### *3.3.5.1 The Logistics of Making the Relationship Work – Onus*

As noted earlier, the NMP encourages the associate to take the lead, yet as one survey respondent noted:

*I think it is improper for the associate to have to try to make the relationship work; I mean setting up the meetings, etc.*

It is easy to forget the hierarchical nature of the public service. For those who are relatively new to JUS or PPSC, it can be intimidating sending an email to someone more senior. There were a number of comments about this, both in the survey and in interviews, and mostly from associates.

There were also suggestions provided about how to make the initial contacts and scheduling of meetings work. One mentor, who also facilitates Orientation sessions, provided this:

*I always tell those in the Orientation sessions how I facilitate meetings with new associates as an example. I get a sense of the associate's schedule and then I set up a recurring meeting. I make a commitment that if I have to cancel, a new invitation will be sent within 2-3 days. I encourage my associates to email me in between meetings if they have something they want to ask me. I also let them know that if I haven't responded in 24 hours, send me a reminder.*

This mentor has taken on the responsibility of coordinating the initial contact and scheduling meetings. An associate noted that as she left her mentor's office after a meeting, he would steer her straight to his assistant to book another meeting. Perhaps this responsibility would be better placed on mentors, at least at the outset until a rapport is well-established between mentor and associate.

One possibility might be to schedule a follow-up session with "newly matched" associates six-months after they attend an Orientation session to see how the relationships are working. The NMP could use the opportunity to remind them of resources, assist with problem-solving and stay connected with NMP participants.

*It might be useful to do a signals check with everyone in mentoring relationships to see if it is working for them. If it is not, perhaps you could facilitate allowing them to "move on".*

### 3.3.5.2 Additional activities

Numerous different activities were suggested and by many people, which is evidence that these study participants have given the NMP some thought. They can be grouped into formal training, informal training and networking.

*Overall, I believe the NMP is an excellent program; however, I felt as though the program could do more, in facilitating mentors and associates working together in some practical, real way.*

*While I like the idea of the program, I had expected that there would be more support beyond simply matching mentors and associates.*

#### i) Formal training

There were numerous mentors who expressed a need for some kind of formal training. A number of mentors and associates are interested in short sessions – half a day or even a brown bag lunch type event – with specific topics such as how to mentor effectively and how to make the most out of your one hour meeting, or the difference between mentoring and coaching.

These could be led by NMP staff or by one of the many experienced and dedicated mentors that participate in the NMP. If resources permitted, an external coach could provide a series of learning sessions over the course of the year. One respondent even named the events as “The NMP Learning Series” with one in the fall, one in the winter and one in the spring. If training events were held in the NCR or in another region, they could be available to the other regions via videoconference or they could be taped with the DVDs shared for events organized in other regions on their own schedules.

*I just wish more activities would be organized that are not formal training sessions, but simply opportunities to learn from and interact with one another.*

There is obviously nothing stopping an associate or mentor from organizing such an informal learning event, but the NMP is there to support mentoring in JUS/PPSC. In organizing such events, the NMP raises its own profile and the profile of mentoring.

#### ii) Informal training

There were also calls for some informal events. Instead of formal training, one associate noted that:

*Perhaps we could have a session where mentees (associates) get together to share experiences, with only mentees.*

These events would require a facilitator – again the NMP staff or a volunteer from the NMP – for short, informal sessions on topics such as this one suggested by another associate:

*I would like to hear from others on how to tell your mentor that you feel you are ready to end the relationship.*

Interestingly, this topic of “how to end a relationship” was also raised by mentors, several of whom suggested that this would be a good area for assistance from the NMP. In addition, mentors requested resources such as this:

*It would be helpful if the program could provide a suggested list of topic areas that mentors and associates could consider discussing to help focus attention on useful subjects they may not otherwise have considered.*

iii) Networking events, acknowledgements

In addition to both formal and informal training, there were also suggestions for networking events for mentors and associates, as well as mentors only.

Any formal or informal training session, including and particularly events like brown bag lunches, can be effective networking opportunities so long as there is time for questions and discussions. One additional idea, among many, was to have an annual “Mentoring Day” that would be held at the same time each year (for example October to mark the initial launch in October of 2008). Regions could host their own events around the same time.

They could include some words from the Champions or Ambassadors or a mentor-associate pair, updates from NMP staff and then the opportunity to network. Such an event in the coming months would present a great opportunity to launch the automated matching program (and even have on-site computer kiosks where individuals could update their profiles on the spot), as well as present the results from this study. As one mentor noted during his interview,

*Do share the report with all program participants; it might help revitalize interest in the program.*

These events would also provide the opportunity to thank mentors for their time and energy to mentor others. As one senior manager noted,

*I suggest finding a way to formally acknowledge the work of mentors.*

Mentors are volunteers and any program that involves volunteers will tell you that volunteers need to feel their efforts are appreciated; they are giving their time to make the NMP work. Letters of thanks to mentors from the Co-Champions or a page devoted to thanking mentors are other ideas to acknowledge the time and energy committed. The NMP is very cost effective, but it could not exist without the heavy investment made by mentors.

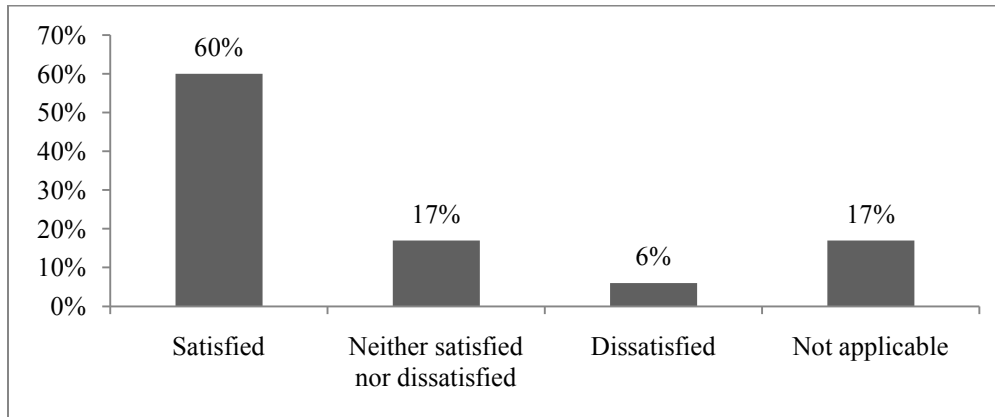
All these ideas for additional activities reflect the on-going commitment that those who participated in the study feel toward mentoring. Mentors want more support from the NMP in order to fulfil their role as best they can and associates want to make the most of their meeting time with their mentors.

### 3.3.6 The Matching Process

On the survey, associates were asked additional questions about the matching process which has been undertaken by a NMP staff person since the launch in October 2008. Associates were asked

to rank their satisfaction with the matching process. It is important to keep in mind that not all associates would have been matched by the NMP (see footnote 4). A 5-point scale was used and the results are presented in Figure 7 below. As with the presentation of other scale results, the scale rankings have been combined for ease of reference.

**Figure 7: Associates' satisfaction with the matching process**



Source: National Mentoring Program Survey 2011; N = 159

The majority of associates (60%) indicated that they were satisfied or very satisfied with the matching process, while a small percentage (6%) indicated that they were dissatisfied or very dissatisfied. Almost one-fifth of associates (17%) stated that this question was not applicable to their situation likely because they already had a mentor when they registered in the NMP. If we consider only those for which the matching process was applicable, then 73% indicated that they were satisfied or very satisfied with the matching process. It was not feasible to determine average matching times from data from the NMP administrative database. As of October 1, 2011, there were only two individuals who had not been matched within the 90-day timeframe.

Many comments were provided by associates, and even by mentors, about the matching process. For example, one mentor indicated that a worry plagued her and actually prevented her from registering:

*But what if I don't like the person I'm paired with?*

Associates also noted that they would “ask around” and “check out” the different mentors provided by the NMP. The issue of compatibility is common in any formal program. The alternative, of course, is entirely formal mentoring which works well for some individuals but also can leave people – most often those who may not share the same interests or backgrounds of the majority – out.

In one interview, a mentor talked about her own matching system. When she has encouraged her team members to register with the NMP, she helps them “find” a mentor by directly asking people in the Department she knows personally (or just through reputation) if they would consider being a mentor to her team member. She has found that because she knows the personality and the learning needs of her employees, she can think of people in the Department who would be good mentors for these employees. No one has ever said no to her requests.

Sometimes the mentors are registered already in the NMP and sometimes not. In all cases, they are already mentoring and most have been for years.

Another survey respondent noted that,

*Les jumelages de mentors et associés se font TRÈS lentement.*

Echoing these sentiments, a senior manager added that,

*The process seems slow and complicated...need something less cumbersome.  
Some associates have waited a long time to be matched. This has been discouraging for them.*

The NMP has long recognized the challenges of one employee working to match strangers based on information provided on an intake form, particularly if the information provided is limited. An automated matching system should be launched by the end of 2011-2012 and is intended to address the issues of delay. The new system will work as follows: An associate will complete his or her profile and submit it electronically to the NMP as currently occurs. As soon as it is submitted, the associate will immediately receive by email one or more matches. The associate can look up the profiles of the proposed mentors and or send them questions by email. The associate can also change his or her profile at any time and generate different matches.

The survey respondents were also asked if they requested to be matched with someone of the same gender. Of those who answered this question (158 associates and 76 mentors), just under one-fifth of associates (n = 30) and 12% (n = 9) of mentors requested to be matched with someone of the same gender. Also, a small number (n = 8) of associates and mentors (n = 2) indicated that their mentor was of the same Employment Equity group(s) as themselves. Few associates (n = 4) and mentors (n = 2) requested to be matched with someone who belonged to the same Employment Equity group(s).

### 3.3.7 Issues Important to Associates and Whether Mentoring was Helpful

Associates were also asked whether, at the beginning of their career with the Department of Justice Canada or the Public Prosecution Service of Canada, a number of issues were important to them and whether they felt that mentoring had helped with these issues. Table 5 below lists these issues and the percentage of associates who indicated that the issue was important to them and the percentage who indicated that mentoring was helpful with the issue.

**Table 5: Important issues and helpfulness of mentoring**

Topic	n (%) indicating issue was important	n (%) indicating that mentoring was helpful with issue
A sense of belonging to the organization	141 (91%)	88 (59%)
Developing operational savvy	141 (92%)	98 (64%)

Feeling valued by the organization	140 (90%)	60 (39%)
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Source: National Mentoring Program Survey 2011; Ns range from 150 to 155

One of the objectives of the NMP is “to create a more diverse and inclusive workplace.” Achieving such an objective would occur over the longer term. The questions above provide some understanding of how mentoring can assist all employees including those belonging to an Employment Equity (EE) group. For example, of those associates who self-identified as a member of an EE group, 87% said that “a sense of belonging to the organization” is important and of those, 63% said that mentoring had helped with this.

It is interesting that less than half of those who said that feeling valued by the organization is important to them believed that mentoring has been helpful with this. At this still early stage of the NMP, mentors may not be seen as representing the organization. This may be because the sense of feeling valued may come more from one’s actual work. For example, it is one’s manager and or supervisor who would recognize an employee’s contribution directly.

### **3.4 The Mentoring Relationship**

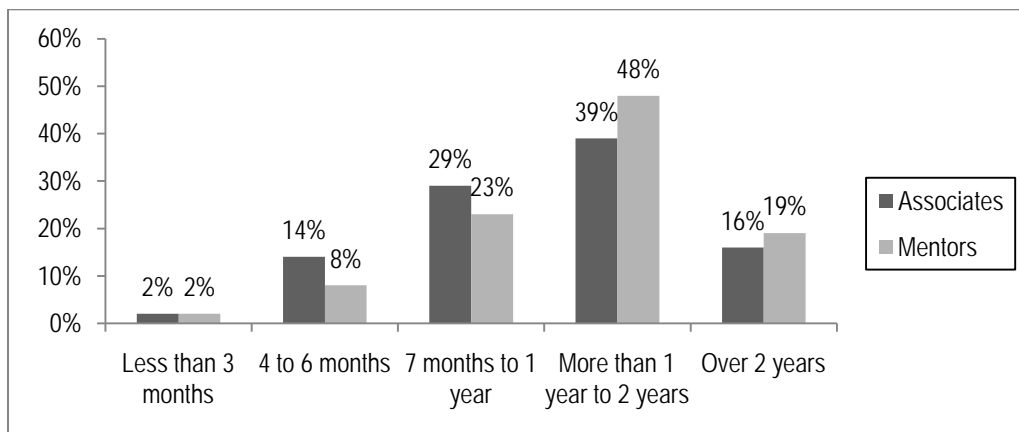
#### 3.4.1 Details of the Mentoring Relationships

The majority of associates (89%; n = 140) and mentors (84%; n = 99) were currently in a mentoring relationship. More than half of the mentors (59%; n = 58) were mentors to one associate, while the remainder were mentors to multiple associates. Among mentors with multiple associates, 54% (n = 22) had two associates, 41% (n = 17) had three associates and a smaller percentage (5%; n = 2) had four associates.

The survey respondents were asked how long they had been in their current mentoring relationship. As shown in Figure 8 below, many associates (39%) and mentors (48%) had been in their current mentoring relationship for more than 1 year to 2 years.



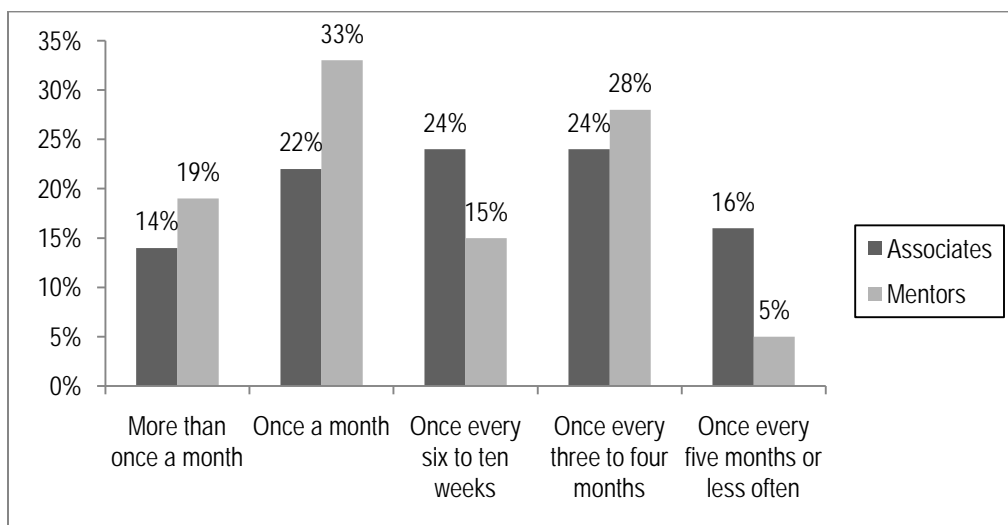
**Figure 8: Length of time in current mentoring relationship**



Source: National Mentoring Program Survey 2011; Associates N = 143; Mentors N = 99

The next set of questions asked respondents about the associate-mentor meetings. As shown in Figure 9 below, most associates meet with their mentors once every six weeks (24%) or once every three to four months (24%). There are differences between the frequency of meetings for mentors and associates because the mentors and associates that responded to the survey were not necessarily in a relationship. Most of the mentors who responded to the survey meet with their associates once a month (33%) or once every three to four months (28%).

**Figure 9: Frequency of meetings**



Source: National Mentoring Program Survey 2011; Associates N = 143; Mentors N = 99

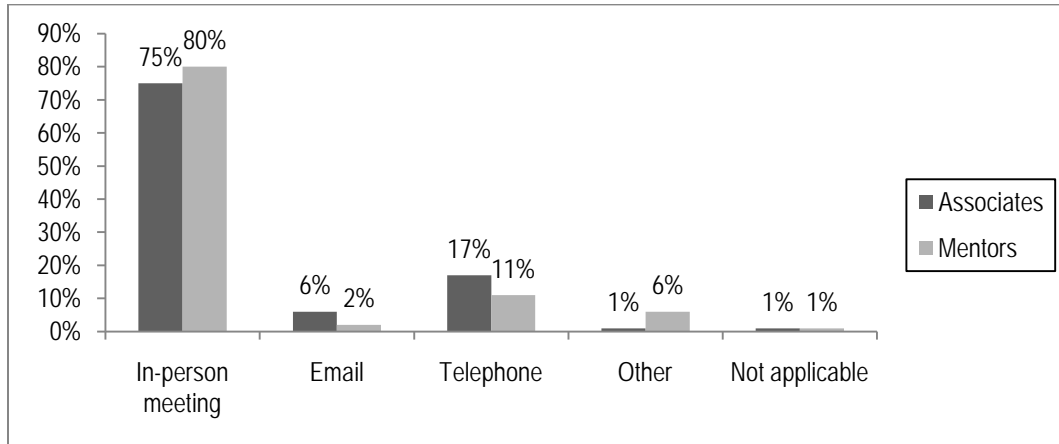
There were a few comments from associates that indicated they would have liked more time and or more meetings with their respective mentors:

*We both wish we had more time for mentoring.*

*More get togethers!*

As shown in Figure 10 below, the majority of associates and mentors meet with one another in-person. Many of those who responded “other” are those who meet with their mentor/associate through a combination of mechanisms.

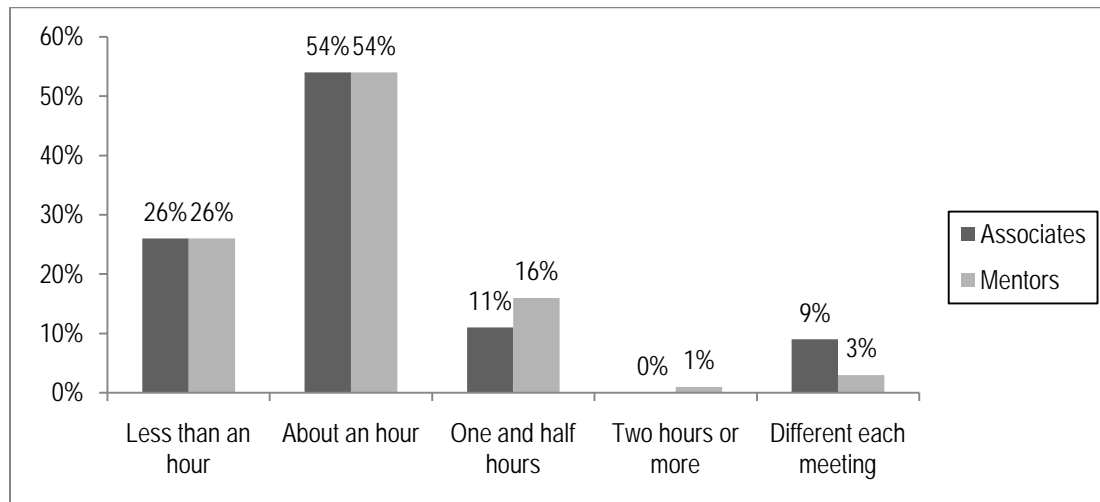
**Figure 10: How associates and mentors meet**



Source: National Mentoring Program Survey 2011; Associates N = 143; Mentors N = 99

Survey respondents were also asked how long meetings with the mentors or associates last. As Figure 11 shows, many of the associates and mentors indicated that their meetings last about an hour. This information will be important to share at Orientation sessions and in introductory materials so that new mentors and associates know what the typical time commitment is.

**Figure 11: Length of meetings**



Source: National Mentoring Program Survey 2011; Associates N = 143; Mentors N = 99

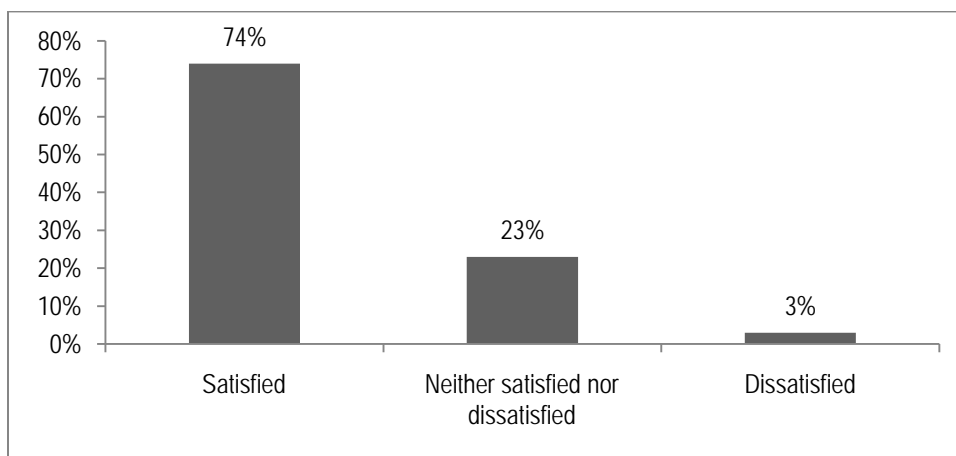
Respondents were asked if they found it easy to access their mentor or associate. The majority of associates (89%) and mentors (95%) stated that they found it easy to access their mentor or associate.

### 3.4.2 Meeting Expectations

Next, associates were asked whether they had discussed their expectations concerning the goals that they wanted to achieve through the mentoring relationship. This “discussion of expectations for meeting goals” is a specific activity undertaken during the Orientation sessions. Associates are encouraged to articulate their goals for the mentoring relationship and also their expectations in terms of meeting those goals through, for example, time commitment.

The majority (84%) of associates had discussed their expectations concerning their goals with their mentors. As can be seen in Figure 12, almost three quarters of associates were satisfied with the progress they had made towards achieving their goals through the mentoring relationship. As with the presentation of other scale results, the scale has been combined.

**Figure 12: Associates’ satisfaction with progress toward achieving goals**



Source: National Mentoring Program Survey 2011; N = 121

### 3.4.3 Benefits of Mentoring to Associates and Mentors – Current Relationships

The survey respondents were also asked to indicate the extent their mentoring relationship had affected a number of different areas. As shown in Table 6 below, the mentoring relationship affected many different areas among associates at least to some extent, especially in terms of helping the associate think in different ways about work-related issues and increasing understating of corporate culture and values. In Tables 6 and 7 below, the responses “to a great extent” and “to some extent” are combined into one category entitled “to a great/some extent”.

**Table 6: Extent that mentoring relationship affected various areas - Associates<sup>13</sup>**

Areas	To a great/some extent n (%)	To a little extent n (%)	To no extent at all n (%)	Not applicable n (%)
Led to new career opportunities	42 (30%)	25 (18%)	50 (35%)	25 (18%)
Broadened your network of contacts	63 (44%)	35 (25%)	33 (23%)	11 (8%)

<sup>13</sup> Note that percentages may not add up to 100% due to rounding.

Improved your job satisfaction	69 (49%)	30 (21%)	26 (18%)	17 (12%)
Increased your understanding of corporate culture and values	98 (69%)	19 (13%)	20 (14%)	6 (4%)
Helped to keep you working at JUS/PPSC	52 (37%)	24 (17%)	39 (28%)	27 (19%)
Helped you think in different ways about the work-related issues with which you are dealing	109 (76%)	16 (11%)	12 (8%)	6 (4%)
Provided you with a role model	77 (54%)	17 (12%)	22 (15%)	27 (19%)
Helped with your work-life balance	47 (33%)	31 (22%)	19 (13%)	10 (7%)
Enhanced your knowledge and skill set	87 (61%)	31 (22%)	20 (14%)	5 (4%)
Provided you with motivation to excel at your job	83 (58%)	31 (22%)	19 (13%)	10 (7%)
Prepared you for your next position	72 (51%)	26 (18%)	24 (17%)	20 (14%)

Source: National Mentoring Program Survey 2011; Ns range from 142 to 143

One of the indicators of success for the NMP is that mentoring helps to improve job satisfaction. Almost half (49%) of associates who responded to the survey indicated that their mentoring relationship had improved their job satisfaction to a great or some extent. Another 21% indicated that it had improved their job satisfaction to a little extent. As noted in the Limitations section of this report, job satisfaction is difficult to measure as it is subjective and will mean different things to different people. It is possible that increasing your understanding of corporate culture and values and thinking in different ways about work-related issues might contribute to job satisfaction as well.

Many associates commented on how mentoring has helped them better understand corporate culture and values. One mentor spoke at length in her interview about the importance of imparting the Department's three values to associates. She suggested that mentors should be aware of these values and what they mean and should actively teach them to their associates. One associate noted that the relationship is certainly not one way with the mentor providing all the learning. Indeed,

*... you contribute more than you think. There is more of a sharing of expertise and advice.*

Another associate felt that her mentoring relationship had been invaluable, especially in terms of helping to think in different ways about the work-related issues.

In one interview, this associate noted that his mentoring relationship had increased his understanding of corporate culture and values:

*It builds on the formal communications of the Department...helps fill in the jigsaw puzzle...improves my insights and understandings and often answers the big WHY.*

Mentors were also asked the extent to which the mentoring relationship affected various areas. As shown in Table 7 below, the majority of mentors who responded to these questions indicated that mentoring had been a valuable use of their time, that it had been a learning experience and helped them feel they had something to contribute to the organization.

**Table 7: Extent that mentoring relationship affected various areas - Mentors<sup>14</sup>**

Areas	To a great/some extent n (%)	To a little extent n (%)	To no extent at all n (%)	Not applicable n (%)
Helped you feel valued and respected	77 (79%)	10 (10%)	3 (3%)	8 (8%)
Helped you feel you have something to contribute to the organization	85 (86%)	8 (8%)	1 (1%)	5 (5%)
Given you a better understanding of issues facing employees	74 (76%)	17 (17%)	4 (4%)	3 (3%)
Been a valuable use of your time	92 (93%)	3 (3%)	1 (1%)	3 (3%)
Been a learning experience	85 (86%)	8 (8%)	3 (3%)	3 (3%)
Helped improve your own job performance	53 (54%)	22 (22%)	17 (17%)	7 (7%)
Created a renewed sense of purpose in your professional life	52 (53%)	23 (23%)	17 (17%)	6 (6%)
Helped develop your leadership capacity	66 (67%)	15 (15%)	12 (12%)	6 (6%)

Source: National Mentoring Program Survey 2011; Ns range from 98 to 99

Of note is that 93% of mentors who answered this question believed that mentoring has been a valuable use of their time to a great or some extent. Many mentors commented on the positive impacts of their relationships, such as helping them feel they have something to contribute to the organization:

*Makes me feel like I have something valuable to contribute that helps someone else both personally and professionally. Raises my own level of self-esteem.*

*It makes me feel like I am making a positive impact on my organization.*

*I get the feeling I am making a difference . . . by imparting knowledge of institutional culture . . . by making the invisible, visible.*

<sup>14</sup> Note that percentages may not add up to 100% due to rounding.

*This has been one of the most rewarding experiences I've had as a manager. Again, that goes back to my associate because she told me how much she benefitted from this.*

Mentoring has also been a learning experience. For example, one mentor noted that relationships also provide mentors, who are often – but not necessarily – managers, “... a ‘ground level view’ of the work life of employees.” Another senior manager commented that:

*As I talk things out (with associates), I find I'm talking to myself as well (about culture and values in the organization). These discussions “encourage me to think about things.”*

Another mentor added in his interview that:

*Discussions with associates have influenced my analysis of situations and changed my approach.*

As an example of this, the mentor noted that in a discussion with an associate, the latter responded to the mentor’s direction on how to act in a particular situation with the comment, “now X, don’t do my thinking for me”. The mentor now takes a more indirect approach in offering suggestions to associates. And finally,

*It is a great opportunity to work with someone closely. I found I learned as much as the person I was mentoring - the old adage of "walk a mile in someone else's shoes" comes to mind. I think that hearing from someone else what they are going through really helps you to understand your own position all that much better and makes you a better person.*

#### 3.4.4 Costs

In the interviews, mentors and associates were asked if there were any costs to them due to participating in the National Mentoring Program. The mentors interviewed consistently said that no, they did not attribute any costs to being a mentor. One mentor noted that he does not view the relationship as a cost, but as an important way to support the Department even if it might mean taking more work home at the end of the day.

Three mentors spoke in the interviews about the emotional cost of hearing about abuses of authority or other negative experiences their associates were having. They also noted feeling frustrated when they felt that they were not helping their associates make progress. As one mentor – who has four associates - noted,

*Not directly a cost to me, but hearing the challenges the others face that are endemic to the organization can be a source of frustration (i.e., an emotional cost).*

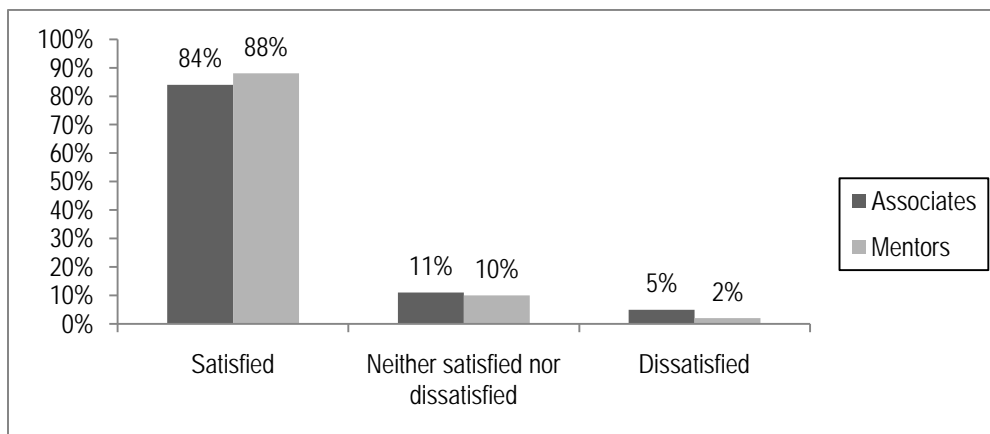
This is an example of where some additional support from the NMP would greatly assist mentors who are contributing. Any of the activities discussed earlier - informal discussion groups or

training events - would help mentors feel supported and give them additional ideas of how to address some of the challenges being faced by associates.

### 3.4.5 Satisfaction with the Mentoring Relationship – Associates and Mentors

Finally, respondents were asked to indicate their satisfaction with the mentoring relationship overall. As shown in Figure 13 below, the majority of associates and mentors were satisfied with their mentoring relationship overall. Interestingly, a larger percentage of mentors (88%) than associates (84%) indicated that they are very satisfied or satisfied with their mentoring relationship. This may be because associates come into the relationship with expectations and some of these, particularly around career goals, may not be achievable through the relationship on its own.

**Figure 13: Satisfaction with the mentoring relationship – Associates and Mentors**



Source: National Mentoring Program Survey 2011; Associates N = 143; Mentors N = 99

## **3.5 Ended Relationships**

On the survey, all respondents are asked whether they are in a current relationship or whether their mentoring relationship had ended. If they answered the latter, they were directed to a separate survey. This section will deal specifically with the results from the survey for those individuals who had been in a mentoring relationship which ended.

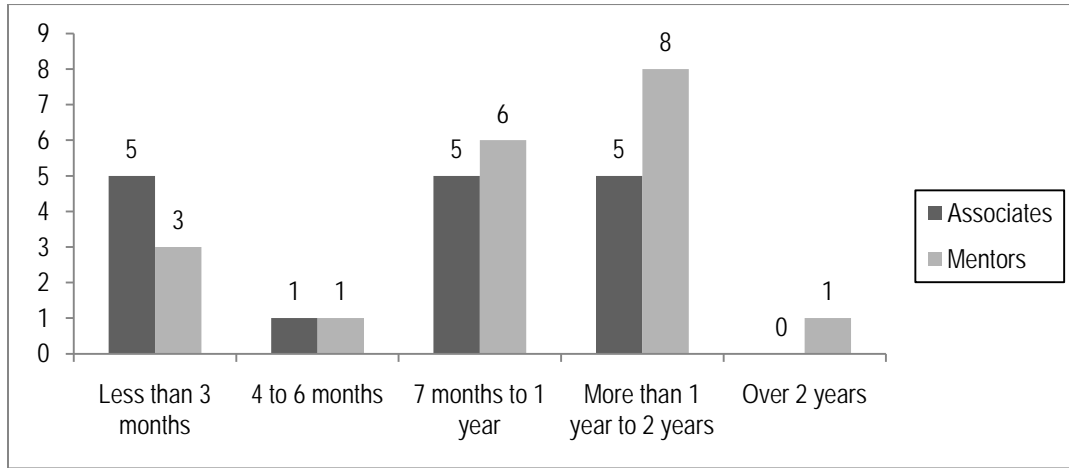
### 3.5.1 Details of Ended Mentoring Relationships

Eighteen associates and 21 mentors responded that they had been in a mentoring relationship that had ended. Among these mentors, 16 had one associate and the remainder had multiple associates. Among the mentors with multiple associates, the number of associates ranged from two to four. Two of the associates never met with their mentors.

Due to the small sample who responded, information is presented in the figures, not in percentages, but in actual counts (n=number). Additional results from EE group members will not be presented due to the small sample.

As shown in Figure 14 below, there is variability in terms of how long associates and mentors had been in their mentoring relationship when it ended.

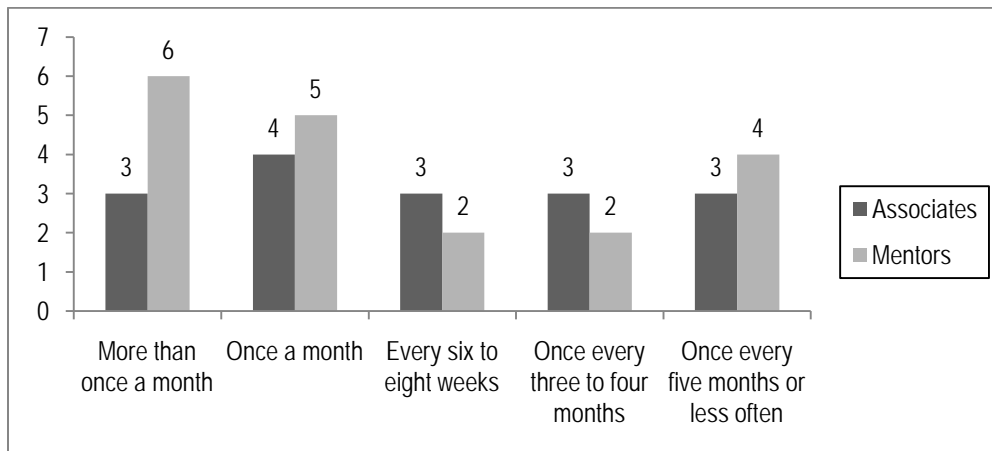
**Figure 14: Length of time in mentoring relationship when it ended**



Source: National Mentoring Program Survey 2011; Associates N = 16; Mentors N = 19;

Figure 15 below shows that there was also quite a bit of variability in terms of how often associates and mentors had met when in their previous mentoring relationship.

**Figure 15: Frequency of meetings – ended relationships**

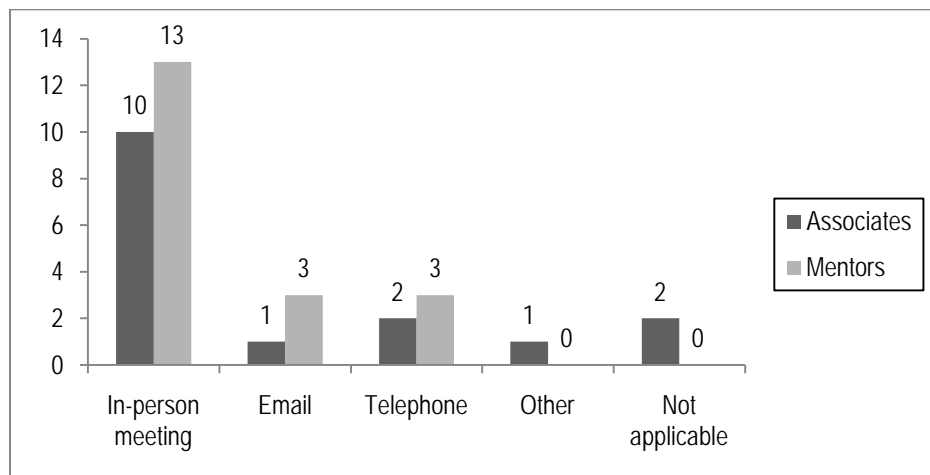


Source: National Mentoring Program Survey 2011; Associates N = 16; Mentors N = 19

As shown in Figure 16 below, the majority of associates and mentors in ended relationships had met their mentor or associate in-person.



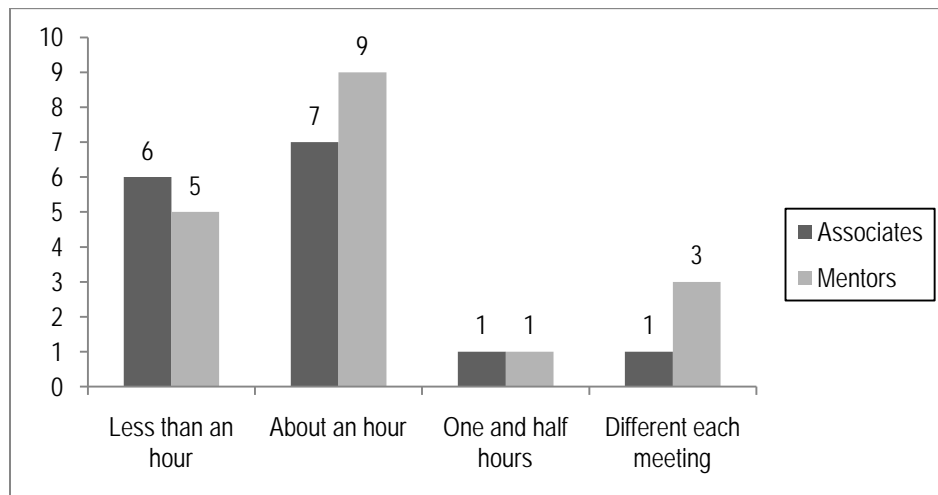
**Figure 16: How associates and mentors met – ended relationships**



Source: National Mentoring Program Survey 2011; Associates N = 16; Mentors N = 19

As shown in Figure 17 below, the majority of ended-relationship meetings lasted up to about one hour. None of the respondents indicated that their meetings lasted two or more hours.

**Figure 17: Length of meetings – ended relationships**



Source: National Mentoring Program Survey 2011; Associates N = 15; Mentors N = 18

Associates and mentors that had been in a mentoring relationship that ended were asked if they found it easy to access their associate or mentor. Fourteen associates and 12 mentors indicated that it had been easy to access their mentor/associate.

### 3.5.2 Meeting Expectations

As with the current relationships survey, associates were asked if they discussed their expectations concerning the goals they wanted to achieve through the mentoring relationship with their previous mentor. Thirteen associates indicated that they had discussed these

expectations with their previous mentor. In addition, 8 associates said that they were satisfied with their progress in terms of what they wanted to achieve, and six associates were neither satisfied nor dissatisfied with their progress. None of the participants stated that they were dissatisfied with their progress.

### 3.5.3 Benefits of Mentoring to Associates and Mentors – Ended Relationships

Survey respondents were also asked to indicate the extent that their ended mentoring relationship had affected various areas. As shown in Table 8 below, a number of associates indicated that their previous mentoring relationship helped them to think in different ways about work-related issues and increased their understanding of corporate culture and values. In Tables 8 and 9 below, the responses “To a great extent” and “To some extent” are combined into one category entitled “To an extent”.

**Table 8: Extent that mentoring relationship affected various areas - Associates<sup>15</sup>**

Topic	To an extent n (%)	To a little extent n (%)	To no extent at all n (%)	Not applicable n (%)
Led to new career opportunities	3 (18%)	1 (6%)	8 (47%)	5 (29%)
Broadened your network of contacts	5 (29%)	3 (18%)	4 (24%)	5 (29%)
Improved your job satisfaction	6 (35%)	2 (12%)	5 (29%)	4 (24%)
Increased your understanding of corporate culture and values	7 (41%)	3 (18%)	4 (24%)	3 (18%)
Helped to you working at JUS/PPSC	5 (29%)	1 (6%)	7 (41%)	4 (24%)
Helped you think in different ways about the work-related issues with which you are dealing	10 (59%)	1 (6%)	3 (18%)	3 (18%)
Provided you with a role model	5 (29%)	1 (6%)	5 (29%)	6 (35%)
Helped with your work-life balance	1 (6%)	5 (29%)	6 (35%)	5 (29%)
Enhanced your knowledge and skill set	7 (41%)	3 (18%)	3 (18%)	4 (24%)
Provided you with motivation to excel at your job	5 (29%)	2 (12%)	6 (35%)	4 (24%)
Prepared you for your next position	4 (24%)	2 (12%)	6 (35%)	5 (29%)

Source: National Mentoring Program Survey 2011; N = 17

<sup>15</sup> Note that percentages may not add up to 100% due to rounding.

Despite the short length of many of these relationships, there were still some positive outcomes, such as the 59% who indicated that the relationship helped them think in different ways about work-related issues.

Mentors were also asked the extent that their ended mentoring relationship had affected various areas. As shown in Table 9 below, a number of associates indicated that their previous mentoring relationship helped them feel that they have something to contribute to the organization and had been a valuable use of their time. Again, as with associates, there were positive outcomes.

**Table 9: Extent that mentoring relationship affected various areas - Mentors<sup>16</sup>**

Topic	To an extent n (%)	To a little extent n (%)	To no extent at all n (%)	Not applicable n (%)
Helped you feel valued and respected	10 (53%)	3 (16%)	1 (5%)	5 (26%)
Helped you feel you have something to contribute to the organization	15 (79%)	1 (5%)	1 (5%)	2 (11%)
Given you a better understanding of issues facing employees	12 (63%)	2 (11%)	5 (26%)	0 (0%)
Been a valuable use of your time	14 (74%)	3 (16%)	2 (11%)	0 (0%)
Been a learning experience	12 (63%)	5 (26%)	2 (11%)	0 (0%)
Helped improve your own job performance	5 (26%)	4 (21%)	8 (42%)	2 (11%)
Created a renewed sense of purpose in your professional life	5 (26%)	2 (11%)	10 (53%)	2 (11%)
Helped develop your leadership capacity	8 (42%)	4 (21%)	5 (26%)	2 (11%)

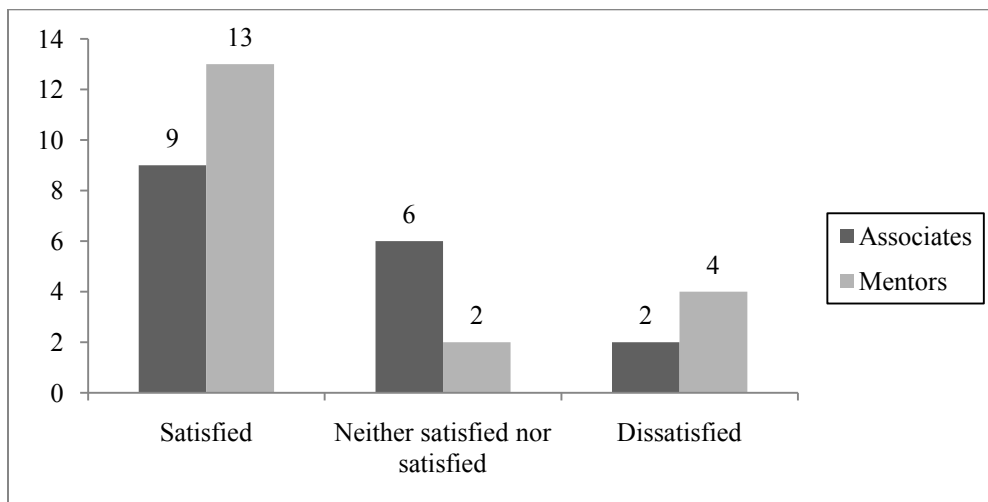
Source: National Mentoring Program Survey 2011; N = 19

#### 3.5.4 Satisfaction with the Ended Relationship – Associates and Mentors

Respondents who had been in a mentoring relationship that had ended were asked how satisfied they were with that particular mentoring relationship overall. As can be seen in Figure 18 below, many associates and mentors indicated that they were satisfied with their ended mentoring relationship overall. As with the presentation of other scale results, the rankings of the scale have been combined.

<sup>16</sup> Note that percentages may not add up to 100% due to rounding.

**Figure 18: Satisfaction with ended mentoring relationship**



Source: National Mentoring Program Survey 2011; Associates N = 17; Mentors N = 19

One associate, who was interviewed, expressed her dissatisfaction with the NMP and the relationship in the following way:

*The program was not well-explained. The relationship lacked structure (e.g., direction, goals). The mentor, as the senior member, seems to have set the agenda as an unstructured 90 minute, coffee shop meeting. I was uncomfortable suggesting an alternative approach.*

*This was generally not time well spent. I wanted to get a better understanding of what was happening “behind the scenes”, to receive guidance on how to develop technical skill sets, to learn of opportunities to work with other people and to develop a network. None of this happened.*

In spite of her dissatisfaction with this particular relationship, this associate said she would try another relationship. Overall, 15 associates and 17 mentors who had ended a mentoring relationship said that they would begin another mentoring relationship.

## 4.0 Suggestions for the National Mentoring Program

There were many comments provided and by the number of individuals, both mentors and associates, who volunteered for an interview, it is clear that NMP participants feel strongly about mentoring at JUS and PPSC. The comments were overwhelmingly constructive. Even where study participants did not have positive experiences, their comments provide ideas as to how to improve the NMP. Many of the comments were additional reflections on questions asked earlier on the survey. These have been incorporated earlier on in the Results Section. This final section will include some overall thoughts on the National Mentoring Program and additional suggestions provided, including those for the Champions. This section will provide comments on the purpose of the National Mentoring Program, technology, Employment Equity, resources and also suggestions for improvements.

### 4.1 The Purpose of the NMP

Comments, particularly from survey respondents, indicated a certain sense of ambiguity about the purpose of the National Mentoring Program. In the words of this mentor:

*It is unclear what the goals are from the point of view of the program; once formally enrolled, there is literally NO follow-up with the participants.*

It is clear that mentoring has always existed in JUS/PPSC. Several mentors and associates who responded to the survey have been in a mentoring relationship long before the NMP existed. As these mentors noted:

*I personally have not had need of the NMP – my mentor relationship predated the NMP and we registered simply for the Department’s statistical purposes.*

*I have established mentoring relationships on my own. I do not think that the JUS NMP has played a large role in my mentoring relationships.*

In response to these astute observations, the NMP needs to take a more active role once people are matched and have completed the Orientation session. Many people, both on the survey and in the interviews, commented on this at great length. This area – what is the purpose of the NMP after matching – was the most talked about within the study.

### 4.2 Awareness of the NMP

*The program was “well-launched” but seems to have since fallen off the radar. Could we not have regular reminders (i.e., based on a deliberate communications plan) to ensure that new employees (and seasoned employees who may feel ready to serve as mentors) are kept aware of the program? Such promotion could also help participants feel good about the value of their continuing role in the program.*

There were many comments and ideas to this effect. Maintaining the momentum of any program can be a challenge, especially as new priorities take over an organization. Three years on, however, it is apparent from the survey and interviews that the NMP is promoted to different degrees in different regions and offices.

Some feel that there is a need to increase participation from managers:

*Testimonials from senior managers would provide powerful support to encourage participation in the program.*

*There is a need to demonstrate the value (of the program) to encourage managerial participation.*

At least one person interviewed believes the NMP should be mandatory for managers, but overall there was no indication of widespread support for such a measure.

There were a few comments from those interviewed and in the surveys about the importance of ensuring that the NMP is not just for and about lawyers.

*Help support (non-legal) staff better understand that they have the same opportunity and encouragement to participate in the NMP.*

These comments were few and overall, there was a sense that the NMP is for everyone in JUS and PPSC. If the NMP were to develop marketing tools, such as videos, articles in JustInfo, it will be important to use the experiences of lawyers and those in other professional categories to demonstrate the benefits and value of mentoring. For example, one mentor interviewed suggested that the NMP,

*Select, analyze and promote 2 or 3 of the best examples of mentoring relationships to departmental employees.*

All the activities suggested in the previous sections would work towards promoting and raising awareness about the NMP and about the importance of mentoring in general. They do not need to require significant resources. The overwhelming interest in mentoring demonstrated by those willing to be interviewed suggests that there may be individuals willing to donate their time to some of these activities.

### **4.3 Technology**

Interview participants were specifically asked whether they had ideas about the use of technology and the NMP and mentoring relationships. Many interview participants felt that technology can greatly assist mentoring relationships and the NMP by utilizing for example, Skype for long distance relationships. A number of participants also mentioned the potential for social media to help connect people. There was, however, also a note of caution to use technology to complement relationships, not to replace them. Many people believe that an in-person orientation session is preferred to web training, although for some it would be nice to

have a choice. Many people also believe that in-person interaction is necessary to build a cohesive, trusting and open relationship.

Overall, there is definitely an interest in exploring the use of such technologies as Sharepoint to nurture different communities, for example, of mentors and of associates. These should be explored with small pilot projects (Skype for those in long distance relationships) that should be evaluated before expanding them.

#### **4.4 Employment Equity**

The origins of the current National Mentoring Program stem from the efforts of members of the Advisory Committees on Employment Equity, particularly the Advisory Committee for Visible Minorities. This is reflected in the NMP's objectives which include, "To create a more diverse and inclusive workplace." The study did not attempt to measure the success of this specific objective, but did ask questions about inclusion. As noted earlier, associates were asked whether "a sense of belonging to the organization" was important to them when beginning their career with JUS or PPSC and whether they felt mentoring helped with this. The responses to this particular question provide some understanding of how mentoring can assist associates, including those belonging to an EE group, in this regard. Of those associates who self-identified as a member of an EE group (36% of associates and 15% of mentors), 87% said that "a sense of belonging to the organization" is important and of those, 63% said that mentoring had helped with this. This is similar to the findings for all associates.

In terms of other feedback, one individual noted in the survey comments that she or he "refused to answer any of the EE questions." This comment may be related to the distaste on the part of some Employment Equity members to self-identify. Without more context, however, this is only conjecture.

Another respondent noted that although one of the goals of the NMP is to "create a more diverse and inclusive workplace," mentoring alone could not achieve this.

*In terms of achieving EE related goals, however, perhaps more focus must be given to those groups that have traditionally faced barriers in the workplace.*

This may be an area where some follow-up work is required, for example, through consultations with the Employment Equity Advisory Committees. Strong partnerships with the different Advisory Committees and the NMP could be developed to foster networking, informal and formal training opportunities.

#### **4.5 Long Distance**

*It just doesn't work.*

While this comment does not apply to all those in long distance relationships, it certainly does apply to some. Most of those in such relationships suggested resources to facilitate a face-to-face

meeting at the outset. If at least one, in-person meeting could occur, most thought that telephone calls could suffice and keep the relationship meaningful over the longer term.

One suggestion to assist with these inherent challenges – and also noted in the Technology section above - is to have those in long distance mentoring relationships take part in the pilot project to use Skype, or another “voice over Internet” software.

#### **4.6 Resources**

Numerous comments were provided about resourcing. People noted that it does need to be resourced, and resourced properly. In the current times of cutbacks, there was definitely a concern that this might be an easy target. Those who remember the previous mentoring program know that it disappeared.

*I hope with all the reductions that the NMP is not one of the programs that is heavily hit.*

*The NMP is a great program – I hope that it continues to be resourced properly.*

One mentor cautioned against unrealistic expectations from a mentoring relationship noting that,

*Mentoring relationships take time to develop and maintain.*

With clear and realistic expectations, as well as careful nurturing, the majority of associates and mentors will be able to realize the potential from a mentoring relationship. It can provide valuable learning that occurs from mentor to associate, as well as from associate to mentor; it can provide support and honesty as well as coaching and humour. Importantly, those who participated in this study have indicated that they want the NMP to support these relationships more actively – with training and other events. In order to do so, the NMP will require adequate resources.

#### **4.7 Succession planning**

Several mentors, and senior managers or practitioners noted the importance of mentoring and the NMP in the future of JUS/PPSC.

*The program should figure prominently in the department’s succession planning. It is a crucial link to knowledge transfer initiatives in the Department and offers the special opportunity to effectively share valuable information to multiple beneficiaries.*

*It is important to recognize succession planning as a key benefit to the department; that is, as a mentor prepares for retirement, their associates benefit from a significant transfer of knowledge (e.g., legal knowledge; how the “system” works) to assist them in their careers.*



Just as human resources planning has gradually become more and more integrated into business planning, the role of mentoring in terms of succession planning and knowledge management should be seriously considered. In order to do this, it may be necessary to move beyond a *facilitated* program into a somewhat more formal program; given the many changes that the Law Practice Model is bringing, this would not be a great leap and there are many options that do not necessarily require significant resources.

#### **4.8 Summary of Suggestions for the NMP**

In summary, with only a few exceptions, those who participated in this study provided interesting and thoughtful ideas and examples of how to improve the National Mentoring Program. These suggestions focused on the clearly defining the purpose of the NMP, raising awareness of the NMP, and using technology most effectively. Importantly, participants noted that more needs to be done to understand how members of Employment Equity groups are benefitting from the NMP and also how to improve the viability of long distance relationships. There was a genuine concern that as budgets are cut across the government, the NMP may be an easy target.

All the suggestions were provided through the in-depth interviews or in the comments sections of the electronic survey. By the quantity and the quality of the suggestions provided, it is evident that those participating in the National Mentoring Program are committed to the idea and the practice of mentoring and genuinely hope to further improve the experience of mentoring in the Department of Justice and the Public Prosecution Services of Canada.

## 5.0 Conclusion

This study sought to explore how the National Mentoring Program and mentoring relationships have been working for members. An electronic survey was sent to all matched associates and mentors from the NMP in the summer of 2011. Those who responded to the survey were able to volunteer for an in-depth interview that allowed them to provide more in-depth opinions about their experiences.

One of the NMP's three indicators of success is to achieve an 80% overall satisfaction rate amongst participants. This research project sought to measure this indicator with two questions on the electronic survey; the first question focused on satisfaction with the National Mentoring Program and the second question focused on satisfaction with the mentoring relationship.

When asked about their satisfaction with the National Mentoring Program, three quarters of associates (74%) and mentors (75%) said they were Very satisfied or Satisfied. Results from self-identified members of EE groups are similar. Furthermore, the remaining 25% are not dissatisfied (19% for both associates and mentors fell into the Neither satisfied nor dissatisfied or the neutral category). So with very small percentages of Dissatisfied or Very dissatisfied (8% of associates and 7% of mentors), it is possible to conclude that the NMP is working very well indeed for those who responded to the survey.

The second question to assess satisfaction focused on the mentoring relationship; here, 84% of associates and 88% of mentors said they were very satisfied or satisfied with their mentoring relationship. Again, the results from those who self-identified as members of EE groups were similar. These levels of satisfaction regarding the mentoring relationships themselves are above the target 80% level.

Mentors and associates were also asked about specific services the NMP offers and for both groups, a third or more said they had not used any services. Study participants commented that the NMP needs to establish its purpose; it needs to do more than match up mentors and associates. Participants provided a significant number of comments, both on the survey and in interviews, about additional activities they would like to see provided by the NMP. These might include formal and informal training, networking events and a way to acknowledge the time and efforts of the many mentors. In doing so, the NMP could raise its profile and the profile of mentoring at JUS/PPSC.

There is room for improvement for the NMP as a program in terms of overall satisfaction, but the comments and ideas provided by those who participated in the study are overwhelmingly constructive. There is much enthusiasm amongst the members to see the program continue and become even stronger in the belief that a stronger program would be better placed to support and strengthen mentoring relationships and foster a culture of mentoring within JUS and PPSC.

A second indicator of success for the NMP is to meet its 90-day standard for matching associates to mentors. The administrative data indicated that overall, it is meeting its standard. As of October 1, 2011, there were only two individuals who had not been matched within 90 days. Ninety days, however, can seem like a long time to someone who is waiting. When asked on the

electronic survey, 60% of associates were very satisfied or satisfied with the matching process; nonetheless, there were numerous comments from both associates and concerned mentors regarding what they regarded as the “slow” matching process. The NMP will be implementing an automated matching service by early 2012 that should address delays.

The third indicator of success for the NMP is to improve job satisfaction. Of the associates who responded to the survey, almost half (49%) indicated that their mentoring relationship had improved their job satisfaction to a great or some extent. Another 21% indicated that it had improved their job satisfaction to a little extent. On many other measurements (see Tables 6 and 7), associates and mentors indicated that their mentoring relationships had helped them improve their ability to do their job.

The NMP is a formal program in that it has a structure and some resources to match associates and mentors and provide some orientation, guidance and materials. Those working in the Department of Justice and the Public Prosecution Service of Canada are busy professionals and yet a large number volunteered (n=64) to be interviewed to provide more in-depth comments on the NMP and their mentoring relationships. These individuals have clearly indicated through the study results – both from the survey and interviews – that the NMP has begun to establish a firm place at JUS and PPSC.

The success of mentoring relationships depends upon those involved (both mentors and associates) and it is evident that managers and employees do want a mentoring program that actively supports these relationships. The words below, from a mentor who was interviewed, aptly capture the interest in and support for mentoring and the National Mentoring Program at the Department of Justice and the Public Prosecution Service of Canada:

*C'est une idée formidable!*

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