

Youth perspectives  
on transforming  
organizations into  
choice employers

# The Road to Retention

CREATIVE  
INPUT

OPEN-DOOR POLICY

NEW OFFICE BOUNDARIES

CORPORATE  
CITIZENSHIP

INTERGENERATIONAL  
CONVERSATION

GENERATION  
CORPORATE



Public Policy Forum  
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PPX was launched by the Public Policy Forum in January of 2009 with a mission to increase youth engagement in mainstream public policy discourse by making conversations about Canada's public policy challenges accessible, meaningful, and relevant to young people.

**ISBN 978-0-9782281-4-9**

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Public Policy Forum  
1405 - 130 Albert Street  
Ottawa, Ontario, Canada K1P 5G4  
Phone: 613 238 7160  
Fax: 613 238 7990  
Twitter: @ppxventure / @ppforumca  
Web: www.ppforum.ca

**Author:**

Vinod Rajasekaran, Research Associate, Public Policy Forum  
The views expressed in this report are those of the author.

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# The Road to Retention

## About the Author

Vinod Rajasekaran is a Research Associate with the Public Policy Forum. Since joining the team in 2007, he primarily focuses on projects related to Canada's competitiveness, economic development, and youth engagement. Vinod holds a BEng in Aerospace Engineering from Carleton University and an MSc in Public Policy from the University of Bristol in England.

You can follow PPX on Twitter: @ppxventure.

## Acknowledgements

The Public Policy Forum wishes to thank Matt LeBlanc, Project Administrator for his hard work and dedication in managing all of the project-related logistics and administration.

We wish to thank FUSION Saint John, The Institute of Public Administration of Canada (IPAC), the HR Council for the Voluntary & Non-Profit Sector, Regional Federal Councils, Tomorrow's Ontario Public Service (TOPS), 21inc., Calgary Economic Development, Propel ICT, National Association of Friendship Centres, East Coast Connected, Génération d'idées, Apathy is Boring, Enterprise Saint John, United Way of Regina, and the Québec Community Groups Network for their outreach support.

We also thank all of the speakers and facilitators for their time, for sharing their ideas and insights on retention, for challenging the participants, and for helping to create thought-provoking and stimulating discussions.

## PROJECT PARTNERS

THE PUBLIC POLICY FORUM WISHES TO THANK THE  
FOLLOWING ORGANIZATIONS FOR THEIR FINANCIAL SUPPORT:



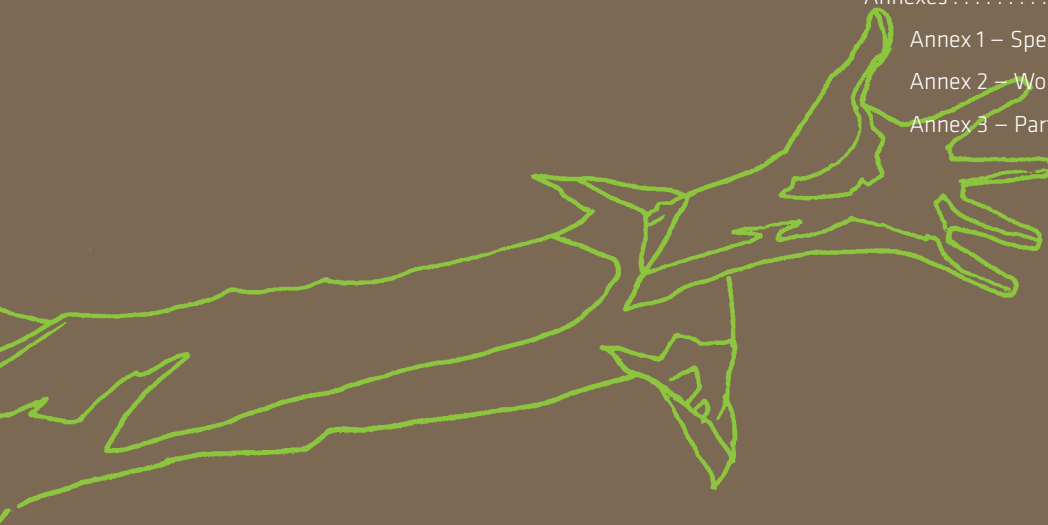
# The Road to Retention





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Youth are not  
inherently nomadic  
retained. But we  
bridges between  
the organizational  
encounter at





– they can be  
need to build  
young people and  
cultures they  
work.



The workshops explored questions like: What are the attributes of a choice employer? What are Generation Y's values and expectations when it comes to work and the workplace? What is the impact of these values in an organizational setting? How has the conception of work evolved? How can employers attract and retain young workers?

The Public Policy Forum, through its PPX initiative, convened a series of six in-person, cross-country workshops between February and December 2009. Bringing together approximately 300 young Canadians, these youth-designed and youth-driven workshops took place in Ottawa, Toronto, Calgary, Saint John, Regina, and Montreal. A cross-section of young people were convened, roughly between the ages of 18 and 30, from a wide range of regional, linguistic, sectoral, cultural, academic, and socio-economic backgrounds. Taking part in the discussions were select employers, who participated in exploring and generating practical ideas on how to curb youth outmigration, enhance intergenerational dialogue, and transform organizations into choice employers.



Each workshop convened approximately 40 young people, and sessions were facilitated by the Public Policy Forum. To stimulate discussions, guest speakers were drawn from different sectors and included inspiring leaders such as: His Honour the Honourable Gordon L. Barnhart, Lieutenant Governor of Saskatchewan; Peter Kruselnicki, Vice President, TransCanada Corporation; Andrew Potter, Columnist, Maclean's; Ilona Dougherty, Executive Director of Apathy is Boring; Cassie Doyle, Deputy Minister, Natural Resources Canada; and Tim Coates, Executive Director, 21inc.

It is clear that retention is a top organizational and public policy priority for most organizations today. With the knowledge economy, an aging workforce, youth outmigration, and increased global competition for talent, there is growing pressure on organizations to reevaluate how they conduct their business and manage their human resources. Against a shifting backdrop of values, demographics, and social trends, there often appears to be a disconnect between young people and the organizational cultures they encounter at work,

which is an argument substantiated by the workshop discussions.<sup>1</sup> The good news is that youth are not inherently nomadic – they can be retained.

While the road to retention is not long and hard, it is, however, a two-way street. A happy and effective workplace is not only about transforming organizations so that they attract and retain young people, but young people must also understand workplace expectations and adjust to the values and ethics of an organization. An intergenerational conversation is, therefore, central to achieving this balance.

Workshop participants agreed that meaningful cross-generational interaction is lacking in most organizations, and that this is an important first step to organizational change, succession planning, learning, and shaping the next generation of leaders. Young people came away committed to discussing key recommendations with their employers, and employers who participated in and supported the workshops have committed to engage young people in a discussion about how to implement the following recommendations.

## Show

young employees how they can grow. (SEE PAGE 24)

## Shift the focus

from the bottom-line to people. (SEE PAGE 28)



## Reevaluate

and renew labour unions. (SEE PAGE 31)

## Eliminate

gender and culture-related inequities. (SEE PAGE 22)




<sup>1</sup> Gillinson, S. and D. O'Leary (2006). "Working Progress: How to reconnect young people and organisations", *DEMOS*, pp. 10.

Canadian  
private, public and  
are struggling to  
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common practice  
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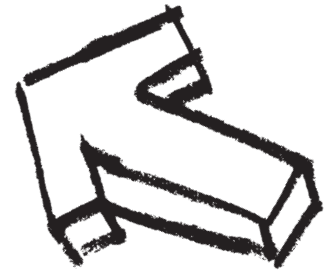
employers, in the non-profit sectors, retain younger hopping” is a among Generation Y – the bottom line and of organizations.



Canadian employers in the private, public and non-profit sectors are struggling to retain younger employees. “Job hopping” is common practice among Generation Y workers (age 18-30) – a practice that hurts the bottom line and the effectiveness of organizations. Studies have shown that, on average, it can cost up to 200 percent of an employee’s salary to lose and replace them. Post-downturn, the competition for talent is intensifying and governments and organizations must think of new and creative ways to attract and retain young people.

This report is the result of a series of six in-person cross-country workshops that took place from February to December 2009. Organized by PPX, a youth-led initiative of the Public Policy Forum, these youth-designed and youth-driven workshops were the first of their kind in Canada and took place in Ottawa, Toronto, Calgary, Saint John, Regina, and Montreal. Approximately 300 young Canadians were convened to explore questions like: What are the attributes of a choice employer? What are Generation Y’s values and expectations when it comes to work and the workplace? What is the impact of these values in an organizational setting? How has the conception of work evolved? How can we curb youth outmigration?

“A disconnect exists between the way this emerging generation lives and the way most organizations operate. Why does this disconnect exist and how does one negotiate it?”



Some provinces and sectors have started to create strategies to attract and retain young talent. Examples include Newfoundland and Labrador's Youth Attraction and Retention Strategy created in 2009, Saskatchewan's Youth Economic Engagement Council launched in April 2009, and New Brunswick's Population Growth Secretariat. In addition, the *Tapping into the Talents of Early and Late Career Employees* project by the HR Council for the Voluntary & Non-Profit Sector also offers insight into challenges, opportunities and good practices for the attraction and retention of young people in the non-profit sector. Similarly, the federal government has also undertaken studies on youth attraction and retention.

These efforts, however, focus primarily on specific provinces and sectors resulting in limited coordination and awareness across the public, private and non-profit sectors. Bringing together members of Generation Y from a wide range of regional, linguistic, sectoral, cultural, academic, and socio-economic backgrounds, the Forum's workshops provided an opportunity to explore their values in terms of work and the workplace, and understand the influences, interests, and priorities

that shape their decisions about whether to stay or to leave a job. Participants generated practical ideas on how to retain young workers, enhance intergenerational dialogue, and transform organizations into choice employers.

A number of impressive speakers participated in these workshops, including: Cassie Doyle, Deputy Minister, Natural Resources Canada and Andrew Potter, Columnist, Maclean's (Ottawa); Robert Barnard, Founder, DECODE and Toby Heaps, President, Corporate Knights magazine (Toronto); Peter Kruselnicki, Vice President, TransCanada Corporation and Lana Loughheed, Assistant Commissioner, Alberta Public Service (Calgary); John Munro, Vice President, Ambir Solutions and Tim Coates, Executive Director, 21inc. (Saint John); Brad Farquhar, Co-Founder, Assiniboia Capital and His Honour the Honourable Gordon L. Barnhart, Lieutenant Governor of Saskatchewan (Regina); and Ilona Dougherty, Executive Director, Apathy is Boring (Montreal).

This report presents and discusses the key themes and recommendations from the workshops. The findings will be useful for policymakers, heads of organizations, human capital experts, and human resources managers in all sectors as they strive to improve the workplace environment for future generations.

The knowledge  
technology,  
demographic  
create the perfect  
comes to retaining





Why is retention  
a hot topic?

economy,  
globalization, and  
trends combine to  
storm when it  
young talent  
in the workplace.



In the last two decades, Canada has shifted from the “old” industrial economy, exemplified by forestry and manufacturing, to a “new” knowledge economy in which ideas are the currency.

With jobs becoming more demanding and complex, entry level qualifications for most positions now require some level of post-secondary education, and Generation Y have responded by pursuing college, undergraduate and postgraduate degrees. In fact, overall enrollment in colleges and universities has increased every year over the last decade. Although post-secondary education opens the door to job opportunities, it has also resulted in high levels of student debt, estimated today at over \$13 billion.

Communications and software technologies have transformed intra- and inter-office communication by increasing efficiency and minimizing human error, allowing remote working, and brainstorming with people halfway around the world. More recently, social media technologies have ushered in a new era of open, collaborative and networked organizations.

Globalization has connected us with markets and economies around the world. Supply chains span continents and information is available instantly. For Generation Y, globalization means that they have grown up with products made halfway around the world and have become significant consumers before they even started primary school.

Another trend is the intensified level of global migration. Canada increasingly looks to immigration to satisfy labour market needs and counter negative population growth. In the next ten years, immigration will account for all of Canada's net labour growth.<sup>2</sup> Immigration has also changed the face of Canada and statistics prove that, in Montreal, Vancouver and Toronto, visible minorities will soon be the majority. Consequently, members of Generation Y are also more diverse than any previous generation and more sensitive to cultural issues and tensions.

Canada's population is also aging while the birth rate is slowing.<sup>3</sup> According to Statistics Canada, nearly one out of every three Canadians is a “boomer,” which represents the largest growing demographic that is also approaching retirement.<sup>4</sup> Retiring boomers and low fertility rates mean that Canada needs to tackle the challenges of a shrinking workforce and the resulting impact on productivity. The expected growth rate of the Canadian workforce is less than 0.5 percent after 2015.<sup>5</sup> Some projections predict that, by 2011, all net growth to the labour force will consist of immigrants.<sup>6</sup> Retirements, especially among baby boomers, will likely exceed the number of people entering the labour market even if participation rates continue to increase.<sup>7</sup>

The actual impact of these demographic changes will vary from province to province. In Ontario, for instance, key manufacturing sectors are likely to suffer from

- 2 Rajasekaran, V. (2008). “Skills and Learning in Canada: A Review of Key Issues that Could Affect Canada's Future Prosperity and Social Development”, *Public Policy Forum*, pp. 5.
- 3 Brodhead, T. (2010). *On not letting a crisis go to waste: An innovation agenda for Canada's community sector*, The Philanthropist, 23 (1), pp. 4-5.
- 4 – (2007). *Greying boomers steamroll into golden years; 1 in 7 Canadians now over 65 years: census*, Macleans
- 5 Statistics Canada, 2006 Population Estimates and Projections, cited in *Building a Twenty-First Century Workforce*, The Canadian Chamber of Commerce, November 2008, p. 3.
- 6 Statistics Canada, Immigration: An Overview, cited in *Renewing Immigration: Towards a Convergence and Consolidation of Canada's Immigration Policies and Systems*, The Conference Board of Canada, October 2008, p. 1.
- 7 Statistics Canada, *Canadian Economic Observer*, 2007: <http://www.statcan.gc.ca/pub/11-010-x/11-010-x2007006-fra.pdf>.
- 8 Pereira, A., B. Shinewald, A. Wise, S. Yates, R. Young. (2007). *Moving in the right direction?*, Action Canada, p.9.

- 9 Friesen, J. (2006), *Six years in Manitoba buys free education: Tuition deal offered to university students in attempt to keep graduates in province*, The Globe and Mail
- 10 Brodhead, T. (2010). *On not letting a crisis go to waste: An innovation agenda for Canada's community sector*, The Philanthropist, 23 (1), pp. 4-5.
- 11 – A Competitive Employee Market compels Companies to Manage Turnover, *legacybowesgroup*, 2009: <<http://www.legacybowes.com/resources/articles/183-a-competitive-employee-market-compels-companies-to-manage-high-turnover.html>> Accessed April 4, 2010
- 12 Brodhead, T. (2010). *On not letting a crisis go to waste: An innovation agenda for Canada's community sector*, The Philanthropist, 23 (1), pp. 4-5.

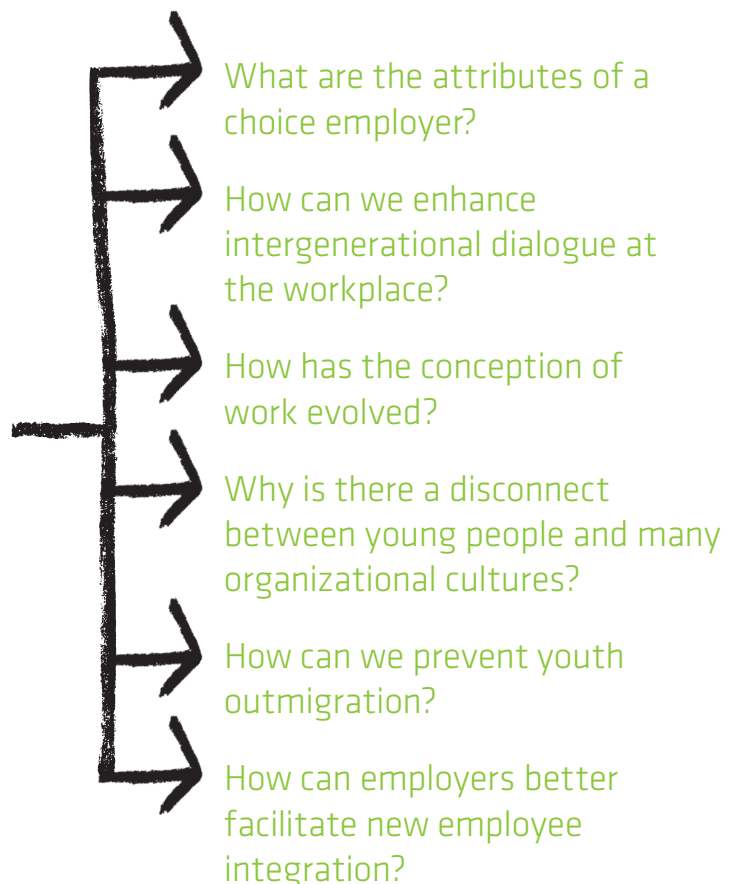
the tightening of labour markets as 100,000 skilled trades workers will be needed in the coming ten years due to retirements.<sup>8</sup> Atlantic Canada, which has a declining population rate, continues to experience youth outmigration to other provinces as young people leave in search of economic opportunities. To retain college and university graduates in Manitoba, the provincial government has recently created a “Stay in Manitoba” program offering tax rebates equivalent to 60 percent of total tuition fees (in addition to existing federal and other provincial rebates) for those who spend six years in Manitoba after finishing university.<sup>9</sup> Also, the Lieutenant Governor of Saskatchewan’s Leadership Forum provides an opportunity for high school students in Saskatchewan to gain leadership skills and cultivate a vision of their future in the province. In addition, 21inc., a leadership development organization based in Fredericton, focuses on developing New Brunswick’s new and emerging leaders into the best leaders in Canada.

These initiatives and others are attempting to tackle youth outmigration and create provinces of choice for young people. In this regard, finding creative and effective ways to retain young people is critical to sustaining competitive regional economies.

Studies show, however, that interest in early retirement may be waning in a post-recession economy. Boomers staying longer in the workforce will help to ease the pressure on Canada’s labour shortage and to transfer knowledge to young employees. Considering that retiring

experts are leaving a knowledge vacuum, there is a huge concern for succession planning, especially in some sectors such as mining.

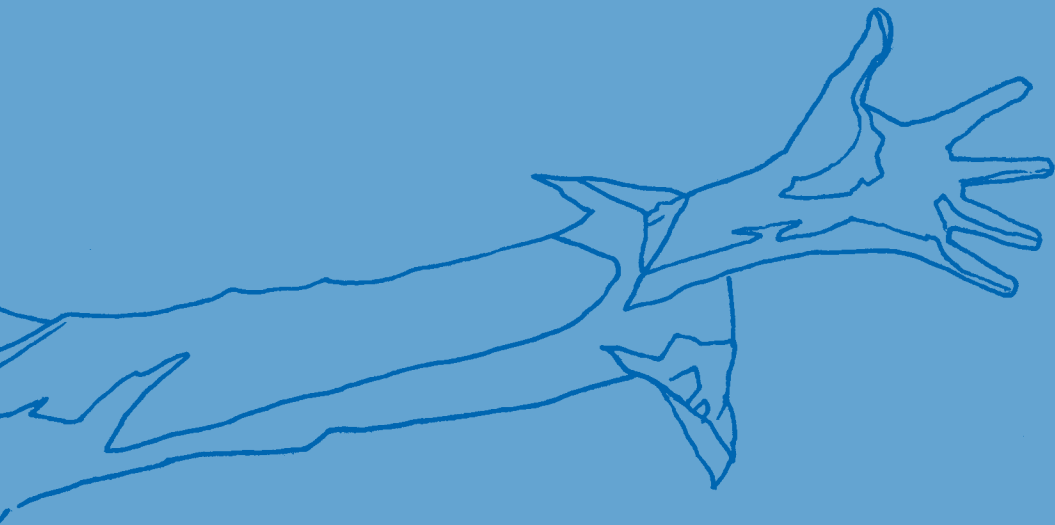
When Generation Y began to enter the workplace, it soon became apparent that there was a disconnect between them and the organizational cultures they encountered. Some employers, particularly private sector organizations, were more nimble in responding to young workers and their expectations while other sectors have overlooked the shift in values and social trends that Generation Y bring in the door. The not-for-profit and public sectors, in particular, have struggled because of rigid, process-heavy, and risk-averse structures.<sup>10</sup> This resistance to change comes at a cost given that organizations across Canada spend over a billion dollars annually to manage attrition, retraining, hiring, and new employee training and integration.<sup>11</sup> Such change resistant institutions have also put Canada increasingly at a comparative disadvantage.<sup>12</sup> As such, concerns about how to retain young talent are now a pressing organizational and public policy challenge. Amid the challenging context of external and internal pressures, organizations from all sectors can benefit from exploring the following questions:



The process  
open and powerful  
driven dialogue  
an opportunity for  
conversation.



evolved into an  
youth-  
that offered  
intergenerational

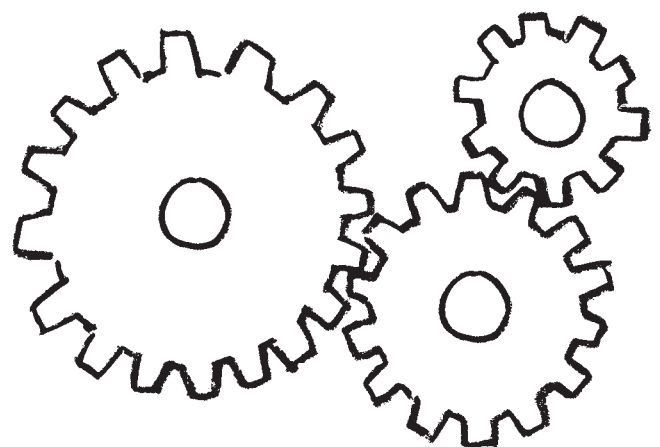


The design of the workshops was primarily driven by members of the PPX network, with support from select youth networks and organizations listed in the acknowledgements. The cross-country workshops on retaining young talent were the first of its kind in Canada, and brought together groups of young people between the ages of approximately 18 and 30 to:

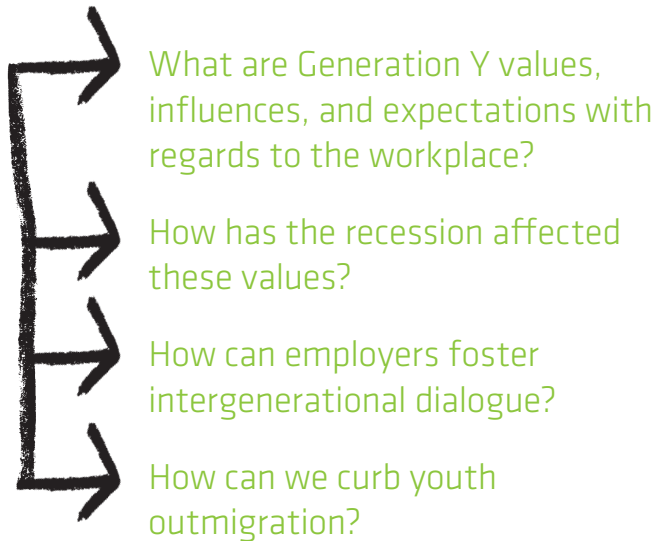
1. EXPLORE AND ARTICULATE VALUES, INFLUENCES, INTERESTS, AND PRIORITIES OF THIS GENERATION REGARDING WORK AND THE WORKPLACE;
2. UNDERSTAND WHAT THESE MEAN IN TERMS OF ATTRACTION AND RETENTION TODAY; AND
3. MAKE RECOMMENDATIONS TO SHAPE ORGANIZATIONS OF THE FUTURE.

The process evolved into an open and powerful youth-driven dialogue that offered an opportunity for intergenerational conversation. Involving over 300 young people, six workshops were held between February and December 2009 in Ottawa, Toronto, Calgary, Saint John, Montreal, and Regina. Venues for the workshops were chosen among neutral, inspirational, and non-workplace settings – perfect to encourage openness and facilitate dialogue. For example, the Ottawa/Gatineau workshop was held at the Canadian Museum of Civilization, the Calgary workshop at the EPCOR Centre for the Performing Arts, and the Saint John workshop at the Saint John Arts Centre.

Participants were drawn from a wide range of regional, linguistic, sectoral, cultural, academic, and socio-economic groups to capture fresh insights, new ideas, as well as unique regional and cultural perspectives. To enhance intergenerational dialogue, senior leaders from different sectors were invited to each workshop to challenge viewpoints and act as discussants. This provided an opportunity for participants to share ideas with and learn from their elders. Participants for the sessions were recruited locally by inviting various private, public and not-for-profit organizations in the region to nominate two young employees from different parts of their organization to attend. Local economic development agencies, youth networks, youth groups, and colleges and universities were also contacted to recruit participants. On average, there were 40 participants at each workshop from a diverse cross-section of backgrounds, fields and sectors.



The workshops ran from 12 to 4 p.m. and participants were presented with the following discussion questions ahead of time so that they could reflect on them:



Each workshop began with introductions and an opening speaker – a prominent leader in the community to introduce the topic and set the stage for discussion. The dialogue process was then explained by the facilitator and two sets of discussions were underway.

Entitled “Reflections on workplace values and expectations: What drives Gen Y?”, the first discussion focused on exploring the different values, expectations, priorities and interests of young workers. Participants considered elements like upward mobility, workspace, relationships, hierarchy, corporate social responsibility, hiring practices, rewards and incentives, professional development, employee engagement, unionized

environments, work/life balance, productivity, and the use of social media tools like blogs, Twitter, and Facebook.

The second discussion was entitled “Envisioning the organization of the future: What do these values mean for attraction and retention today? What changes and adaptations should organizations consider?” The goal of this session was to generate practical, actionable ideas and recommendations with the senior leaders present. Imagining that they were heads of their organizations, participants were asked to answer questions like: What changes would help you recruit and retain young people? How would you implement them? What does the organization of the future look like? How can organizations develop environments that encourage Gen Y to stay and develop? What kinds of mechanisms can foster intergenerational dialogue? What will make young people stay in your province and in Canada?

Speakers at the workshops included the following: Cassie Doyle, Deputy Minister, Natural Resources Canada and Andrew Potter, Columnist, Maclean’s (Ottawa); Robert Barnard, Founder, DECODE and Toby Heaps, President, Corporate Knights magazine (Toronto); Peter Kruselnicki, Vice President, TransCanada Corporation and Lana Loughheed, Assistant Commissioner, Alberta Public Service (Calgary); John Munro, Vice President, Ambir Solutions and Tim Coates, Executive Director, 21inc. (Saint John); Brad Farquhar, Co-Founder, Assiniboia Capital and His Honour the Honourable Gordon L. Barnhart, Lieutenant Governor of Saskatchewan (Regina), and; Ilona Dougherty, Executive Director, Apathy is Boring (Montreal).

The workshops were informal and not recorded to create a space where participants would feel comfortable expressing and exchanging their views, ideas and experiences. Participants’ comments remain unattributed and “off-the-record” so as to maximize the degree of candor expressed. This format was successful to provoke honest and unfiltered conversation. Following the two facilitated discussions, a closing speaker reflected on and highlighted key themes from the workshop and wrapped up. Post-workshop, a two-page summary was prepared and sent to all the participants and sponsors, and also posted on the PPX Facebook page to generate further conversation.

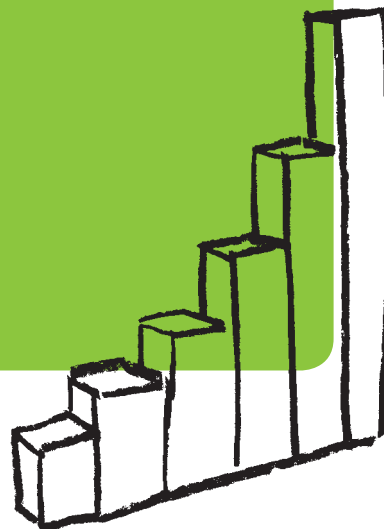
Egalitarian Life long learners  
Work from home  
Impatient Ban silos Can-do generation  
Networked Big picture Open-door  
Independent Globalization Inspired  
benefit Opinionated  
Responsible business Collaborative  
Volunteerism Flextime Winding career path  
Managers as coaches Social media  
Outcomes driven Narcissistic



What we heard  
loud and clear

Not 9-5 Customization  
Flexibility New ideas Intrapreneurial  
Self-taught Attention deficit disorder  
Creative thinking  
Lateral movement Hedonist Customizable  
No-wrong answers Experimentation  
Want feedback Gender equity  
Learning Inclusiveness  
Challenge Risk-taking Mentorship  
Less hierarchy Ask Why Mobile  
Autonomy

The workshops on **retaining young talent** evolved into an **open** and **powerful youth-driven dialogue** that offered an opportunity for intergenerational conversation on how the conception of work has evolved, | what drives **Generation Y** with regards to **work and the workplace**, and how organizations can become **choice employers**. This section presents the **key themes** that participants explored and reflected on – unfiltered and unattributed.



## MENTORING IS AN ESSENTIAL COMPONENT OF PROFESSIONAL DEVELOPMENT.

Mentoring, likely the first form of teaching, is only practiced today in certain professions such as medicine, trades, sports, and the like. Generation Y said that they welcome “informal coaching,” particularly to have a senior leader who could inspire them, and with whom they can share ideas, express concerns, and brainstorm. There was consensus among participants that Generation Y value mentorship and the concept of an “idea exchange” between young employees and established leaders.

Despite the historical significance of mentoring, participants felt that most organizations today do not provide such opportunities. Young employees consider mentoring as an essential part of their professional development, and they look for mentors beyond direct supervisors or managers to find colleagues who can inspire, guide and challenge them. Participants emphasized that mentoring is crucial to employee retention. For instance, they felt that senior employees could share their “intangible knowledge” gained over many years of experience – something that young employees cannot learn from orientation manuals or textbooks. Adding a unique perspective, Aboriginal participants made the point that youth from their communities are responsive to hands-on mentoring and training from elders because leadership from and respect toward older community members is a deep-seated tradition in many bands.

While it was recognized that mentoring is an important element of employee retention, not all organizations can invest in mentors. Many small businesses and non-profit organizations do not have adequate financial or human resources to assign each young employee to a mentor. Senior leaders at the workshops suggested that mentors need not come from within the organization, but could be external – perhaps a “friend of the organization” – like a member of the board of directors.

Mentoring is especially important for the transfer of information and knowledge as part of an organization’s succession plan as many sectors have close to 50 percent of their workforce retiring in the next five to ten years.

“All the knowledge is walking out the door in 5-10 years – no matter how many textbooks and manuals they leave behind.”

Successful mentoring, however, presumes intergenerational conversation and collaboration. While there are areas of common ground between Generation Y and Boomers, participants and senior leaders agreed that there is also a chasm when it comes to some issues, particularly the notion of “facetime” – being physically present in the workplace and attending meetings. Although Boomers do not have a culture of working remotely, participants argued that organizational experts have proven that facetime does not increase productivity.

“Cross-generational conversation is valuable. We may think we know it all, but they’ve seen it all.”

Participants also noted that fellow employees tend to interact and spend time with their own age group. “It’s a comfort and collective feeling,” they said. Nevertheless, there are skills, competencies, nuances, and attitudes that Generation Y can learn from Boomers and vice versa. There was consensus among both young people and senior leaders that all organizations need to find the time and space for Generation Y and Boomers to interact and share. They strongly felt that this was the only way to build bridges between “the new ways of thinking and doing and the established ways.” This kind of intergenerational activity is the starting point for a more concrete mentoring program, and could complement existing succession planning exercises.

## THINK BEYOND PROFIT.

Generation Y increasingly expect private, public, and non-profit organizations to be responsible for three bottom lines: profit, social well-being (people) and environmental sustainability (planet).

All sectors are feeling pressure to ensure that their corporate practices, both abroad and in Canada, are socially and environmentally responsible. As a group, Generation Y share the belief that organizations should benefit both the individual and the broader society. The “people, planet, profit” bottom line has become the marker with which many youth evaluate whether or not an organization is truly “in the black.”

Corporate social responsibility resonates strongly with this generation and they are attracted to and value organizations that empower their young employees to “do well in their community and not just at their job.” They argued that the enterprises of the future are socially responsible and that for organizations to stay relevant and retain young employees, they must “create a strong social mandate and encourage employees to take time off to participate in their community.” It was strongly suggested that organizations that encourage employees to “think beyond profit” and to look at the “bigger picture” are most likely to retain their young talent. Senior leaders took note and stated that executives who lead corporate social responsibility files need to be connected with young employees.

“You can no longer grow a company for growth’s sake, the more important question is, who do you impact along the way?”

Participants also argued that organizations must reflect Canada’s population, as young people value Canada’s diversity and expect to see it reflected in the workplace. The 2006 census reported over 200 ethnic origins, and 16.2 percent of Canadians constituted a visible minority (up from 13.4 percent in 2001). Immigration plays a key factor in Canadian identity and contributes significantly to the number of visible minorities residing in Canada; nevertheless, participants at all workshops said that employment inequities remain in terms of Aboriginal and visible minority representation. Generation Y are more diverse than any previous generation, and as such, are more sensitive to imbalances and lack of equity. It was recommended that organizations in all sectors strive to reflect the diversity of the Canadian population to benefit from unique perspectives, ideas, and increased credibility in terms of organizational governance.

“Companies have to create a culture and practice of social responsibility or else their retention strategy is out the window.”

Many female participants also said that there are still gender inequities in organizations across all sectors, particularly when it comes to taking maternity leave. They felt that employers undervalue female employees once they have children, and employers become “less loyal and supportive of them” resulting in glass ceilings. They noted that, on the other hand, their male colleagues receive training and continue on to leadership roles. Participants indicated that employers should convey to female professionals at the outset their expectations regarding maternity leave and discuss reintegration.

“Although we pride ourselves on equality, there are still glass ceilings when it comes to female leadership in organizations.”



## FLEXIBILITY – IT’S PART OF THE MODERN WORK WORLD.

Flextime – not facetime – is a priority for Generation Y.

The notion of flexible work times and arrangements was met with all-around support. Participants at every workshop strongly expressed that Generation Y value “informal work environments” and are not proponents of rigid attendance rules. This generation has a different conception of the “boundaries of office” than previous generations did. Participants said they do not see the value in or need for “antiquated facetime rules.”

The knowledge economy has brought about a shift in the meaning of work and work patterns, and this means that productivity should be viewed and measured under a new light. Participants shared the view that Generation Y believe in “outcomes” and not in “facetime.”

However, in many work environments, particularly in the public sector, there is a “clash in the conception of productivity” and this influences retention levels. Senior leaders agreed that many organizations still operate under the “old-world corporate culture” and that there is a need to increase trust between employers and employees.

“Making the workday 9-5 doesn’t mean you’ll get out 9-5.”

Generation Y fuse work, home, and social spheres; they don’t compartmentalize their lives. Some senior leaders who were present expressed discomfort with lines blurring between the personal and professional, but were open to discuss the meaning and implications of this fusion. Generation Y tend to view activities like extra-curricular projects, networking, and volunteering as learning opportunities that spark new ideas, creative thinking, and partnerships. Participants mentioned that they actively seek opportunities to volunteer, work abroad, and travel – referring to them as “complementary activities that could enhance the quality of their work.” Senior leaders, however, felt that the non-profit and voluntary sector may struggle with this as they tend to have limited training and learning

budgets and are usually unable to offer time-off. Participants noted this as a trade-off to not-for-profit work, but suggested that employers create new revenue streams that could be used to enhance training and learning opportunities.

**“What a work day means to me is different from what it meant to a previous generation.”**

The adage “a healthy employee is a productive employee” was also discussed. Participants at all workshops noted that employers need to consider the health and well-being of their employees, and offer a more flexible and customizable plan that would allow them to choose benefits according to their needs. They made the point that Generation Y view choice “as a sign of respect” whereas previous generations did not. Senior leaders commented that this could be due to the fact that, in most cases, it is Boomers who design and decide on benefit plans for organizations. There was a strong sense that benefit plans offered by employers must have more options for young people and have the capacity to evolve with one’s career. Chances for retention may actually increase if employers offered such benefits as partly subsidized gym memberships, public transit passes – as well as coverage for dental braces or early retirement programs.

## A WINDING CAREER PATH HELPS US GROW.

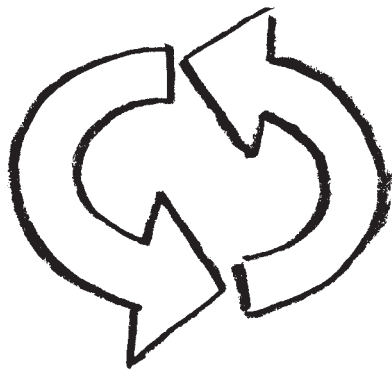
Participants pointed out that there is no such thing as a straight clear-cut career path and that they like to take diversions along the way – it helps them grow. Generation Y are all for lifelong learning. Participants felt that continuous education is a way to broaden horizons, stimulate new perspectives and offer their organizations fresh insight. Participants at all the workshops expressed that their learning “did not end at college or university, but will continue with employers.”

They shared the view that both continuous formal and informal learning opportunities are important and valuable. This learning could take many forms and styles – attending classes at a formal institution or going on a one-year interchange. Most participants indicated the likelihood of undertaking another degree or diploma during the course of their careers. They asserted that when it comes to plotting career paths and seizing learning opportunities, there is a gap between employers and young employees, who are more likely to stay if employers value interdisciplinary learning opportunities like interchanges, volunteerism, and lateral moves within the organization.

**“We are a learning generation.  
If we are not learning at work,  
there is no point in working.”**

Some participants also expressed that plotting a career path toward upward mobility in small or “union-heavy” organizations is a challenge because most upward moves are based on seniority. There was a strong sense that the notion of “years of service” does not resonate with Generation Y. As such, the senior leaders present agreed that they would be open to discussing what tools are in the place to achieve career goals in three to five years.

“Public servants need a shift in mindset, we advocate for an interchange program that allows us to switch sectors for one year.”



## MANAGERS, DEVELOP A RELATIONSHIP WITH YOUR EMPLOYEES.

The relationship between managers and their employees has always been crucial to career development and retention. As with workers of all ages, the quality of a Generation Y employee’s relationship with his or her manager is directly linked to job satisfaction.<sup>13</sup> They do not see the value of being another “cog in the machine” and participants agreed that a job “is not only about doing work – but developing a relationship with the employer.”

“Making all the executives sit on the 15<sup>th</sup> floor isn’t an example of positive leadership.”

As young employees, participants felt that they often lose “a feeling of loyalty” because most managers do not develop a strong relationship with them. Furthermore, they indicated that managers have to be “coaches and mentors, and not mere authority figures.” Participants stressed that the manager-employee relationship is the most vital one in the workplace and can be improved by considering a few important elements, starting with managers being approachable and not disconnected from the rest of the workforce.

“It shouldn’t take me three months to get an appointment to share an idea with one of the executives in my company.”

Reinforcing the importance of dialogue, participants argued that there seems to be an “engagement gap” between managers and employees on career development plans, project ideas, and organizational

13 -. (2008). “What Millennial Workers Want”, *Robert Half International*, pp.13.

planning. It was agreed that young people value “openness and constant informal conversation” with their managers to get feedback on how they’re doing and what they can improve. Generation Y value timely critiques about their performance, and when recognition is involved, it does not have to be monetary, but meaningful to the recipient. This type of empowerment and dialogue allows young employees to understand things like “why the process is designed a certain way.” It also enables both sides to state each other’s expectations and make adjustments.

Among the plethora of terms that exist, Generation Y are also called the “why” generation as they tend to expect a rationale behind everything. Participants said that employers usually don’t take the time to explain why a process is designed a certain way and “often become impatient with our exploratory attitude.” Asking “why?”, “why not?” and “what if?” maybe provocative (and maybe even annoying at times), but brainstorming such questions in an open manner offers fresh insight and understanding into processes and how they can be made more efficient.<sup>14</sup>

Generation Y also value employers who promote and enhance networking opportunities among like-minded peers and leaders both within and beyond the organization. Networks and activities that foster interpersonal relations can be very effective in the cross-pollination of ideas. Participants viewed the unrestricted use of collaborative technologies such as wiki, Twitter, and Facebook as vital to enhancing relationships not only with like-minded peers within and beyond the organization, but also with managers.

“Restricting access to collaborative technologies to a generation that has grown up with it is like taking away pens and newspapers for the previous generation.”

## IMAGINE AN ORGANIZATIONAL CULTURE THAT RECOGNIZES AND CULTIVATES CREATIVE IDEAS.

Ideas are the currency in today’s knowledge economy. While participants recognized the importance of continued creativity and innovation for Canada to excel, broad consensus emerged on the gaps in collaboration, creativity, efficiency and idea nurturing in many organizations. Generation Y are intrapreneurial and participants asserted that most employers, particularly in the public and non-profit sectors, “squander creative thinking.” As a generation that thrives on new ideas and risk taking, young employees embrace responsibility and being treated as a “value-add” to the organization. Thus, a stimulating work environment is one that allows employees to challenge assumptions and existing processes.

Experts agree that to stay relevant, organizations have to move from an old-world corporate culture to one that fosters experimentation, tinkering, and engagement in new surroundings.<sup>15</sup>

14 Dyer, J.H., H. Gregersen and C. Christensen, The innovator’s DNA, *Harvard Business Review*, December 2009, pp. 63.

15 Dyer, J.H., H. Gregersen and C. Christensen, The innovator’s DNA, *Harvard Business Review*, December 2009, pp. 65.

16 Brodhead, T. (2010). On not letting a crisis go to waste: *An innovation agenda for Canada’s community sector*, The Philanthropist, 23 (1), pp. 4-5.

17 -. (2008). “What Millennial Workers Want”, *Robert Half International*, pp.13.



“How can we create a workplace culture of creativity and collaboration? We need to change the very processes and workplaces and it has to start at the top.”

What does a *risk-averse* workplace mean for an *intrapreneurial* generation?

Participants at all the workshops agreed that they are interested in pursuing careers that create a better world. They challenged all sectors, particularly the public and non-profit sectors, to recognize and act upon creative thinking and new ideas at all levels. While the public sector used to be seen as the place to work to create change, participants felt it is no longer the case. Some articulated that their public sector experience has led them to believe that this sector is “not in pursuit of new ideas or innovative solutions,” and that the public sector grooms employees to become excellent at “following instructions but not problem solving.” With very little tolerance for experimentation, there is no room for innovation, risk taking, or learning.<sup>16</sup> “Going against the grain in the public service can be detrimental to one’s career,” participants noted.

“Respect the quality of my work – not my age.”

These criticisms are not new to the public service. Canada’s federal and provincial public service agencies have undergone and continue to undergo important reforms that make them more open, citizen-centred, collaborative and innovative. However, senior public sector leaders at the workshops mentioned that progress has been “dangerously slow.”

“The public sector has clever people and they can be a source of great ideas, but unless they have the support and space to cultivate these ideas, they may deliver very little.”

What do *silos* mean for a *collaborative* generation?

Generation Y are inherently collaborative. Most spend a significant portion of their time online – socializing, volunteering, researching, connecting with like-minded peers, in addition to shopping, banking, studying, looking for jobs, and researching potential employers.<sup>17</sup> Can one “shut-off” collaborative thinking at the workplace? This raised questions like “is it right to promote someone purely based on how long they’ve been with the organization?” and “what about younger employees who are more creative and innovative?”

Participants argued that employers must foster open, collaborative work environments where ideas don’t just flow from the top down, but are generated through cross-pollination and by everyone. New media platforms like wikis and blogs at the workplace can help increase productivity, collaboration, and idea sharing across departments, and even connect like-minded organizations. Participants also emphasized that employers “should not treat social media as another place to dump information.” In fact, some felt that this could be more harmful than not using social media at all. The point was made that most employers are afraid of expressing thoughts in public and are reluctant to get feedback from employees. As a result, some executives use social media as a one-way information *conduit* – and not as a space for “idea jams” like younger generations.

Participants agreed that they are not as productive and creative as they could be, and as a result, siloed and risk-averse workplaces will continue to face retention issues. Senior leaders, however, challenged youth views by stating that there are “strict institutional communications and accountability guidelines that rarely allow the executive cadre to freely express ideas in public, but acknowledged that we need to move toward an idea sharing workplace.”

“The public sector rarely gives us the opportunity to express ourselves and think creatively.”

Established leaders also articulated the point that many large public, private, academic and non-profit organizations are old. Surviving booms and busts, they have rigid processes and structures that young employees cannot ignore and may need to accommodate. It was, therefore, made clear that adaptation must be a two-way street. For organizations to become competitive and retain their young talent, they must break down silos and hierarchies that exist, and make the workspace open to collaboration and innovation. As for young people, they need to understand the expectations of the workplace and adjust to the values and ethics of an organization.

## YOUNG EMPLOYEES WANT TO BE A PART OF THE ORGANIZATION'S VISION.

Inclusiveness is when all employees are considered team members and are genuinely engaged as problem solvers.

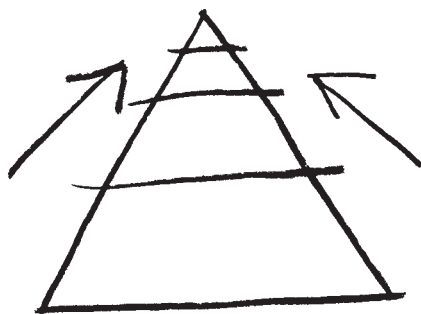
There was consensus among participants that inclusiveness has a positive effect on employee retention. They noted that young employees value being included in discussions around organizational planning. Generation Y want to be part of the “big picture” and offer ideas and input to this end. Participants pointed out that they are interested to know how their organization is doing, however, they argued that most executives “do not share their vision for the organization” until it is set in stone and can be made public.

According to participants, employers should explain the organization's business model to new employees as a first and important step to being inclusive. Furthermore, employers may spend a lot of resources on new employee integration, but some argued that it tends to be short-term with no follow-up afterwards. It was, therefore, suggested that employers make a conscious effort to include young employees in brainstorming about organizational change in a more open and sustainable way.

“Young employees want to be included in the decision making process. They’re not interested in doing menial repetitive tasks. They want to be a part of the organization’s vision.”

Participants also established that the concept of loyalty has changed over the past generation. They posited that this is perhaps because most employers have failed to listen to their employees or ask for feedback. Illustrating a widening gap with respect to employer-employee engagement, younger employees tend to move on to find more engaging work environments.

“Don’t confuse the need for job security with loyalty.”



## YOUTH OUTMIGRATION IS A MULTI-STAKEHOLDER ISSUE.

Many provinces see their young people leave to find work in other parts of the country. For the last ten years, east to west migration has been by far the most common pattern as the resource-based boom has attracted young skilled workers from the rest of the country.<sup>18</sup> Despite tremendous growth in the Atlantic provinces in sectors like IT, energy, and marine technologies, the number of young people leaving the region is still greater than those coming in, causing a net loss of young people.

Outmigration in Manitoba has remained steady over the last two decades, and as such, retention continues to be a challenge. Saskatchewan, despite five years of strong economic growth, continues to experience major labour shortages due to a history of outmigration. While a hot labour market in Alberta and Saskatchewan made conditions for job-hopping easier, discussions indicated that young people were job-hopping across the country – hot labour market or not.

Throughout the workshops there were some unique regional perspectives on outmigration, but there were also some common threads. Participants praised the fact that there are now genuine attempts to listen to youth on this important issue. There was broad consensus among participants that government alone cannot curb outmigration and that the private sector has a major role to play. They stated that businesses need to increase their stake in local communities, and work with provincial governments and community organizations to support and implement retention strategies. Participants agreed that all the different stakeholder groups need to “work as a community” to curb outmigration and attract migration.

<sup>18</sup> Pereira, A., B. Shinewald, A. Wise, S. Yates, and R. Young (2007). “Moving in the right direction?” *ACTION CANADA*.

In Atlantic Canada, senior leaders maintained that the region's "quality of life is unmatched." Younger participants, however, challenged their point to say that "quality of life" is no longer a selling point and needs to be redefined. They explained that the traditional definition does not "fit with this generation's lifestyle and aspirations," or help them cope with crippling levels of student debt. From their perspective, the priorities for a workplace should be an ability to pay off student debt, opportunities for community participation, flexible work hours, continuous learning, mentorship, and constant communication. The group also made the point that "provinces with a history of outmigration have to be more competitive in terms of wages and benefits."

## GENERATION Y WORKPLACE VALUES REMAIN UNAFFECTED BY THE RECESSION.

The recent recession nearly crippled some sectors of the Canadian economy. Thousands of established, as well as new employees, lost their jobs or faced layoffs over a ten-month period. Governments around the world desperately thought of ways to reboot and stimulate their economies, and strengthen their financial institutions.

As the economic downturn was the first of its kind experienced by Generation Y, it may have shattered this generation's rosy view of the economy. Sociologists predicted that the attitudes and perceptions of Generation Y around work would be influenced by the fact that there have "always been jobs." But during the recession, the youth unemployment rate hit a 30-year high of 16.3 percent.<sup>19</sup> As such, the workshops served as a timely platform to explore the impact of the recession on the workplace values of Generation Y.

While there were some unique regional perspectives on the impact of the economic downturn, participants didn't think that it changed their values and aspirations around work and the workplace. Participants were cautious to note that the recession curbed their appetite to job-hop, but they would "never stay at an organization for life." The tightening of the labour market has made them "think twice" about job-hopping, but they expressed a clear distinction between job security and loyalty in that, the need for job security does not mean that "they are loyal to their employers." This finding gave way to the realization that there are bigger factors that trumped the impact of the recession.

19 - (2009). "Youth unemployment hits 30-year high", *CBC News Online*.  
<<http://www.cbc.ca/money/story/2009/10/06/youth-unemployment.html>>  
Accessed: March 12, 2010.

20 Gomez, R. (2002). "Comparing Youth and Adult Desire for Unionization in Canada", *British Journal of Industrial Relations*, 40 (3), pp. 521-542.

## UNION MOVEMENT NEEDS TO ENGAGE YOUTH IN RENEWAL.

Organizational experts like Rafael Gomez and Noah Meltz argue that we are in a new era marked by a general decline of the union movement due to the restructuring of the economy, demographic changes, and changes in youth preference.

As is the case with almost every membership based institution, unions, too, are in need of revitalization, with youth being the obvious source of renewal and regeneration. To sustain their membership, unions need to attract young workers as a source of “new blood” and new ideas – something the Canadian Labour Congress says is a challenge. One participant commented that “very few people of our generation would go through slogging their entire life for a long-term pension payout.”

The Canadian economy has shifted from an industrial manufacturing economy to a knowledge economy in which “ideas are currency and collaboration is vital.” Within that context, participants shared the view that “unions are not proponents of individuality.” They acknowledge and respect the history of the union movement, but wondered how unions would “fit in this new world.” Their views support a recent DEMOS study indicating that competencies and skills needed in the knowledge economy – creativity, innovation, flexibility and multitasking – are not nurtured or cultivated in unionized environments.

For Generation Y, unions represent a loss of individuality and collective negotiations do not resonate with them. Due to the hierarchical structure of unions, the “workplace voice” is likely to be an older worker with seniority.<sup>20</sup> As such, most union policy is aimed at providing benefits that are valued by older workers, such as health insurance, seniority rights, pensions,

subsidized early retirement programs and the like. Participants shared the view that their preferences may be put aside in favour of the preferences of an older workforce. As a result, unions are seldom attractive to Generation Y.


“We want to be recognized for our work and not for our ‘years of service.’”

In an era of networked organizations and creative capital, participants felt that the union emphasis on seniority, collective negotiations without performance pay, dues and fees, onerous grievance procedures, outdated communication, technology, and management strategies all make unions unattractive to an emerging generation. If the union movement in Canada is to sustain its membership and attract a new generation of workers, participants said they would need to “genuinely engage youth in renewal.”

A happy and  
is not only about  
organizations so  
young people, but  
young people  
structures, values,



effective workplace  
transforming  
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organization.



With the knowledge economy, an aging workforce, youth outmigration, and increased global competition for talent, there is growing pressure on employers to adopt new strategies to retain younger employees. Canadian employers need to, therefore, re-imagine existing models of employee interaction, hiring practices, and operations.

Against a shifting backdrop of values, demographics, and social trends, discussions at the cross-country workshops on retaining young talent confirm that there is a disconnect between young people and the organizational cultures they encounter at the workplace.<sup>21</sup> The workshops were an opportunity to explore values, expectations, and aspirations, and the impact of these in an organizational setting. Furthermore, the workshops allowed youth to generate ideas and recommendations on how to transform organizations into choice employers.

The road to retention is not long and hard, but it is, however, a two-way street. There was consensus among workshop participants that a happy and effective workplace is not only about transforming organizations so that they retain young people, but is also about young people understanding work expectations and adjusting to the structures, values, and ethics of an organization. An intergenerational conversation is, therefore, central to achieving this balance. However, workshop participants noted that meaningful cross-generational interaction is lacking in most organizations, and that this is an important first step to organizational change, succession planning, learning, and shaping the next generation of leaders.

Workshop discussions resulted in ten recommendations for employers to attract and retain young employees. As a first step, employers need to engage young employees from different parts of the organization in a discussion on the adaptation and implementation of the following recommendations.

### RECOMMENDATION #1

**RECOGNIZE AND NURTURE NEW IDEAS AND CREATIVE THINKING.** Ideas are the currency in today's knowledge economy. Organizations, particularly in the public and non-profit sectors, must think of ways to create a culture that encourages and acts upon new ideas and experimentation at all levels. It is also important to allow open, collaborative work environments where ideas are generated by employees at all levels and do not merely flow top-down, but rather through cross-pollination. Young employees need to believe that employers are genuinely receptive to fresh perspectives, innovative solutions and risk taking.

Recognize  
and nurture new ideas  
and creative thinking.

<sup>21</sup> Gillinson, S. and D. O'Leary (2006). "Working Progress: How to reconnect young people and organisations", DEMOS, pp. 10.



## RECOMMENDATION #2

**UNDERSTAND THAT THE BOUNDARIES OF THE OFFICE HAVE SHIFTED.** Flextime – not facetime – is a priority for young workers. They believe that productivity must be viewed and measured under a new light and that organizations must alter their mindset from “9-to-5” to “results-based,” and understand that remote working, and fusing work, social, and personal lives can enhance the quality of work. New media technologies in the workplace can also help to increase collaboration and productivity across departments, branches, and even connect like-minded organizations.

Understand  
that the boundaries  
of the office have  
shifted.

## RECOMMENDATION #3

**MAINTAIN A REAL OPEN DOOR POLICY.** The quality of the manager-employee relationship is directly linked to job satisfaction. Managers should be truly approachable and not be physically disconnected from the workforce. Making executives sit on the top floor fuels the generational divide and is not an example of positive leadership. Participants also suggested that executives use blogs as a way to share ideas with employees and receive feedback. Moreover, youth value open, frequent, and informal dialogue to get feedback on their performance and areas for improvement.

Maintain a  
real open-door  
policy.

## RECOMMENDATION #4

**SHOW YOUNG EMPLOYEES HOW THEY CAN GROW.** Continuous formal and informal learning opportunities are means to broaden horizons, stimulate new perspectives and offer an organization fresh insight. Employers play an important role in shaping the next generation of leaders, and must, therefore, offer young employees a professional development package that may include fees for professional associations, flex programs, training programs, and time off for volunteer work. Members of Generation Y would benefit from active mentorship – senior leaders who can inspire them and with whom they can share ideas, express concerns, plot a career path, and brainstorm. While many organizations do not think about such relationships, it is clear that mentoring is vital to retaining younger workers.

Show  
young employees  
how they can grow.

## RECOMMENDATION #5

**SHIFT THE FOCUS FROM THE BOTTOM LINE TO PEOPLE.** The knowledge economy, an aging workforce, youth outmigration, and increased global competition for talent all highlight the reasons for governments and organizations to pay attention to the importance of human capital. In the last two decades, Canadian society has undergone tremendous change, which is putting increasing pressure on employers to re-imagine organizational setup and operations. Employers must understand that open dialogue will attract and keep young workers, thereby increasing the productivity of the organization and avoiding the considerable costs of employee recruitment and orientation.

Shift the  
focus  
from the bottom-line  
to people.

## CONCLUSION

### RECOMMENDATION #6

#### WHEN THINKING ABOUT BENEFITS, PUT YOURSELF IN THEIR SHOES.

Youth value employers who promote a healthy lifestyle and consider the well-being of employees. They are looking for benefit plans that are flexible and evolve as careers and needs change. For instance, young employees may be interested in partly subsidized gym memberships or public transit passes whereas older employees may be looking for more family oriented plans.

Put  
yourselves  
in the shoes  
of young people when  
thinking about  
benefits.

### RECOMMENDATION #7

#### STIMULATE INTERGENERATIONAL CONVERSATION.

Organizations need to find the time and space for Generation Y and Boomers to interact, share, inspire, and collaborate. While there are traits that the two generations share, when it comes to work, they are very different. With an aging workforce, cross-generational conversation and collaboration are critical to succession planning and building bridges between new ways of thinking and doing, and established approaches. Reverse mentoring and cross-generational “idea jams” where new project or design ideas are explored were suggested to help improve understanding between the generations.

Stimulate  
intergenerational  
conversation.

### RECOMMENDATION #8

#### BE A CORPORATE CITIZEN.

Organizations that uphold a strong social mandate, are actively involved in the local community, and encourage employees to volunteer are more likely to retain young talent. The “people, planet, profit” bottom line has become the marker that many young people use to evaluate whether or not an organization is “truly in the black.” Employers must, therefore, be open about the environmental and social impacts of their organization.

Be a  
corporate  
citizen.

### RECOMMENDATION #9

#### REEVALUATE AND RENEW LABOUR UNIONS.

The knowledge economy calls for creativity, innovation, flexibility and multitasking; however, many youth feel that unionized environments do not offer the space to cultivate and nurture these qualities. The hierarchical structure of unions, where seniority trumps youth, means that young people find their concerns diluted by those of older workers. Emphasis on seniority, collective negotiations, dues and fees, onerous grievance procedures, and outdated communication and technology strategies often make unions unattractive to an emerging generation. If the union movement is to sustain and attract young members, it must renew itself and include youth in the process.

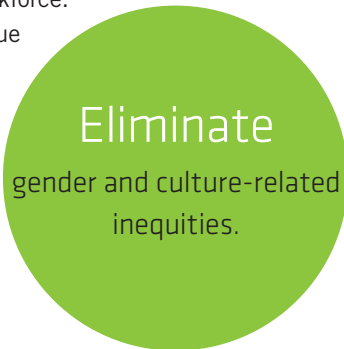
Reevaluate  
and renew labour unions.

## RECOMMENDATION #10

### **ELIMINATE GENDER AND CULTURE-RELATED INEQUITIES.**

When it comes to leadership roles and boards of directors, women and visible minorities are still underrepresented in Canada. Generation Y, more diverse than any previous generation, are particularly attuned to imbalances and inequities in the workplace. As such, organizations in all sectors must eliminate inequities and support the development of a diverse and non-sexist workforce.

Diversity of all kinds adds unique perspectives, fresh ideas, and greatly increases the credibility of organizational governance.







## ANNEX 1 – SPEAKER PROFILES

### CASSIE DOYLE

Cassie Doyle was appointed Deputy Minister of Natural Resources Canada in June 2006.

Ms. Doyle is an accomplished leader with 25 years of experience building successful public service organizations at the municipal, provincial and federal levels of government in Canada. Prior to joining NRCan, she served as Associate Deputy Minister at Environment Canada.

Ms. Doyle came to the Government of Canada from the British Columbia Assets and Land Corporation where she was President and CEO. From 1992 to 1999, Ms. Doyle held senior positions in the Government of British Columbia, including Deputy Minister of Environment, Lands and Parks; Small Business, Tourism and Culture; and Housing and Consumer Services, as well as Assistant Deputy Minister of Municipal Affairs.

Ms. Doyle holds a Master of Social Work degree in Public Policy and Administration and a Bachelor of Arts degree in Sociology.

### IAN BIRD

Ian Bird is the Senior Leader of the Sport Matters Group (SMG), a voluntary group of roughly 120 national, provincial, and community organizations and hundreds of individuals who have come together to collaborate on issues that affect sport and physical activity in Canada. The SMG has actively worked together on the Canadian Sport Policy, the Sport and Physical Activity Act, the Voluntary Sector Initiative, and on increasing the resources available for sport in Canada.

Most recently, Mr. Bird supported the efforts of sport and physical activity leaders and friends to initiate a pan-Canadian municipal sport and physical activity policy framework and to ensure a federal party commitment to sport policy during the 2006 election.

A two time Olympian in field hockey, Mr. Bird spent the past six years in professional and volunteer leadership roles with Coaches of Canada, Athletes CAN, and the Esteem Team Association. During that time, Mr. Bird was presented with the Bruce Kidd Award recognizing him as the Canadian Athlete Leader of the Year and with a role as an Advisor to the Secretary of State of Amateur Sport.

### ANDREW POTTER

Andrew Potter is Features editor, Canadian Business magazine and a public affairs columnist with Maclean's magazine. He has a PhD in philosophy from the University of Toronto, and for three years was assistant professor of philosophy at Trent University in Peterborough. He is the co-author, with Joseph Heath, of the international best-seller *The Rebel Sell: Why the culture can't be jammed*.

### ROBERT BARNARD

Robert Barnard is founder of DECODE and has spent the last 15 years decoding youth, young adults and families by leading a passionate team of decoders to discover and develop what's next. Through his exploration of consumers, employees and citizens in Canada and increasingly around the world, his work transcends industries and sectors, providing a holistic approach to research and innovation.

Mr. Barnard is the co-author of the best-selling book *Chips and Pop: Decoding the Nexus Generation*. He is the recipient of The Caldwell Partners' Canadian Top 40 under 40 Award. He is also a board member of Street Kids International, an innovative organization trying to help the more than 100 million street kids in the world.

### TOBY HEAPS

Toby Heaps is the co-founder, President, and Editor of Corporate Knights magazine.

Mr. Heaps has a Bachelor of Arts degree from McGill University in Economics, with a minor in International Development. From 1997-98, he spent one year in the Belgrade Field Program (LLB in Management Studies) with the London School of Economics and Political Science.

Mr. Heaps worked for Conflict Resolution Catalysts in Bosnia and for several organizations in the former Yugoslavia including B-92 in Belgrade. He has written for several publications including the Financial Times, Toronto Star, Globe and Mail and Investors Digest. Mr. Heaps has experience working on political campaigns, including in 2006 as campaign manager for City of Toronto Councilor A.A. Heaps.

Before founding Corporate Knights, Mr. Heaps was the managing editor of the Mutual Fund Review and Planning for Profits magazines.

## PETER KRUSELNICKI

Peter Kruselnicki joined TransCanada in March 2007 as Vice-President, Public Sector Relations. In his current role, he is responsible for managing TransCanada's government relations, community relations and community investment.

Prior to joining TransCanada Mr. Kruselnicki worked for the Alberta Government for 26 years in a number of senior capacities including Chief of Staff to the Premier, Deputy Minister of Finance, Secretary to Treasury Board, and Deputy Minister of Labour. In 2005, Mr. Kruselnicki spent nine months on secondment to the New Zealand government State Services Commission.

Mr. Kruselnicki has had extensive experience in the implementation of strategic policy developments in the Province of Alberta.

He has also worked with all levels of government, industry and professional associations. He has served on a number of Crown Corporation Boards including the Alberta Capital Finance Corporation, Alberta Pension Administration Corporation and the Credit Union Deposit Guarantee Corporation. He also served on the Careers, the Next Generation board for seven years.

## LANA LOUGHEED

Lana Lougheed is the Assistant Commissioner with the Attraction, Technology and Human Resource Community Development Division of Alberta Corporate Human Resources.

Her area is responsible of policies and supports to attract and recruit staff for provincial government departments and to ensure that the Government of Alberta Human Resource Community has key information systems and the continued capacity to provide services and business solutions that help move the Alberta Public Service into the future. Prior to joining Corporate Human Resources, Ms. Lougheed was the Executive Director of Strategic Planning and Coordination with the Policy Coordination Office of Executive Council.

She has been a member of the editorial board for the Government of Alberta's Connexus Magazine and until very recently served on the executive of the Edmonton Regional Group for the Institute of Public Administration of Canada.

## JOHN MUNRO

John Munro is a Vice President at Ambir (pronounced amber) Solutions. Ambir was ranked "the best place to work in Atlantic Canada in 2007" by Progress magazine.

Mr. Munro has been employed in various technology-oriented positions for the past 15 years. Over this time he has acquired diverse experience working for, and partnering with, various IT companies and a major communications company. Mr. Munro has gained increasing responsibilities throughout his career in the areas of project management, systems design and architecture, software design and development, operations and business process consulting.

Previous to joining Ambir, Mr. Munro led Exigen's Technical Review Board and was responsible for software reuse, solution architecture and project estimation. Prior to this, he headed the Solution Architect Practice and its team in developing enterprise solutions for a global market based on a business process utility model. Prior to joining Exigen, Mr. Munro was the Vice President of Operations for Connectivity Contact Centre Solutions Inc., the premier ASP (Applications Service Provider) of computer telephony applications in the world.

## ANNEX 1 – SPEAKER PROFILES

### TIM COATES

Raised in Fredericton, New Brunswick, Tim Coates is the Executive Director of 21inc., an action tank that inspires leadership excellence in Atlantic Canada's most promising young people. In 2007, Mr. Coates completed a Master's Degree in Public Policy from Harvard University's John F. Kennedy School of Government. He received his BA in economics from St. Thomas University. His experiences include community development in New Orleans after Hurricane Katrina, regional economic development with Atlantic Canada Opportunities Agency refugee policy; and a CIDA internship in India evaluating micro-finance projects. In 2005 Mr. Coates was named one of New Brunswick's 21 leaders for the 21st Century. He has published articles in The Boston Globe, The Daily Gleaner and The Telegraph Journal. He was a 2007/08 Action Canada Fellow and lectures in economics at St. Thomas University and UNB.

### BRAD FARQUHAR

Brad Farquhar is Co-Founder and Vice-President of Assiniboia Capital and Palliser Farmland Management, which manage the largest farmland investment fund in Canada. He is also a partner in Greenfield Carbon Offsetters, Saskatchewan's first carbon credit farm, as well as President of Farquhar & Associates Consulting, an international management and governance consulting firm and Managing Director of Hitchcock Estates Partnership, a real estate development project on Lake Diefenbaker.

Mr. Farquhar received a Master of Public Administration degree in Electoral Governance from Griffith University in Australia, studied political science at Carleton University, and completed a Bachelor of Arts in Liberal Arts at Providence College. He occasionally teaches a course on elections at the University of Regina.

Mr. Farquhar is interested in social entrepreneurship and is involved as a volunteer business consultant on development projects in the Republic of Niger, in Ethiopia, and Mongolia. He sits on the board of the International Centre for Human Rights & Democratic Development, the Regina & District Chamber of Commerce, as well as several other local associations in Regina.

### VICTOR THOMAS

Victor Thomas currently works as VP International for Global Bridgeway Inc., an international business development firm based out of Regina focusing on the commercialization of disruptive sustainable energy technologies. He is also the Canadian representative for E.VO Global now CYRE Group out of Sydney, Australia as well as Anthem Healthcare out of Nashville, Tennessee. In 2007, Victor was recognized for his leadership as a member of the '35 under 35' in Canada by Arrow Leadership. Victor is a former student president of the University of Regina where he completed a Business Administration degree majoring in Management.

Mr. Thomas serves on the board of directors for the Regina & District Chamber of Commerce and chairs its Governance committee. He also serves on the board of SaskEnergy Inc. and chairs its Legal Services Committee, as well as being a member of the Red Cross Council for Southern Saskatchewan, the Queen City Advisory Committee for Conexus, Luther College's Presidential Search Committee and is co-chair of Regina Leader Network.



## GORDON L. BARNHART

Lieutenant Governor Gordon Barnhart is an acclaimed historian and recognized expert on the Canadian parliamentary process.

Dr. Barnhart's extensive experience in government includes twenty years as Clerk of the Saskatchewan Legislature and five years as Clerk of the Senate of Canada.

Dr. Barnhart obtained a Ph.D. in history at the University of Saskatchewan, where he taught political studies and served as University Secretary. He has published several books on prairie history and Saskatchewan political figures.

Dr. Barnhart believes strongly that youth are the key to Saskatchewan's future. He established the Lieutenant Governor's Leadership Forum to inspire high school students to rise to the challenge of leadership. The rigorous annual Forum exposes participants to the vast educational and career opportunities in the province.

Dr. Barnhart was sworn in as Saskatchewan's 20th Lieutenant Governor on August 1, 2006. He is the Chancellor of the Saskatchewan Order of Merit and Vice-Prior of the Order of St. John in Saskatchewan.

## ILONA DOUGHERTY

Ilona Dougherty is the Executive Director of Apathy Is Boring, an organization based in Montreal that uses art and technology to educate youth about democracy. An activist and artist from an early age, Ms. Dougherty's diverse experiences range from being a Canadian delegate to the United Nations at 17 to producing major concerts across Canada. Along the way, she gained extensive experience in band and artist management, workshop facilitation and organizational strategic planning. In January 2004, Ms. Dougherty co-founded Apathy is Boring. She has won numerous awards including the Vince Sirois Prize, Yukon Women's Award and was featured in the book "Notes from Canada's Young Activists". Ms. Dougherty continues to speak around the country about innovative ways to reach Canadians between the ages of 18 and 35.

## PPX WORKSHOPS ON RETAINING YOUNG TALENT

What drives Gen Y?

Cross-country discussions with young Canadians to explore workplace values and the intergenerational dynamic in order to shape the organization of the future.

12:00 P.M. LUNCH.

12:30 P.M. WHY ARE WE ALL HERE?

12:40 P.M. TOUR DE TABLE.

1:00 P.M. SETTING-UP THE DISCUSSIONS

1:15 P.M. FACILITATED DISCUSSION

*"Reflections on workplace values and expectations:  
What drives Gen Y?"*

2:30 P.M. HEALTH / NETWORKING BREAK.

2:45 P.M. FACILITATED DISCUSSION

*"Envisioning the organization of the future:  
What do these values mean for attraction and retention  
today? What changes and adaptations  
should organizations consider?"*

4:00 P.M. WRAPPING-UP THE DISCUSSIONS

4:15 P.M. OFFLINE DISCUSSION / NETWORKING ACTIVITY.

## ANNEX 3 – PARTICIPANT LIST

Stacy Ahonen  
Officer  
Federal Government Relations  
Canada Post Corporation

Beka Amaral  
Human Resources Consultant  
SNC - Lavalin Group Inc

Kristen Ambler  
Policy Advisor  
Foreign Affairs and International Trade Canada

Candice Anderson  
Research Assistant  
Canadian Partnership Against Cancer

Kristin Armstrong  
Internal Auditor  
Information Services Corporation of Saskatchewan

Steven Ayer  
Senior Research Associate  
Imagine Canada

Mike Bacon  
Executive Director  
ContactNB

Robert Barnard  
Founder  
DECODE Inc

Gordon Barnhart  
Lieutenant Governor  
Government of Saskatchewan

Catherine Beagan  
Senior Project Manager  
RBC Financial Group

Clay Benaschak  
Employment Consultant  
Regina Qu'Appelle Health Region

Amy Beswarick  
Human Resources Consultant  
Office of Human Resources  
Government of New Brunswick

Amanda Bily  
Human Resource Consultant  
Public Service Commission  
Government of Saskatchewan

Ian Bird  
Senior Leader  
Sport Matters Group

Jessica Blagdon  
Policy Advisor  
Population Growth Secretariat  
Government of New Brunswick

Cory Blair  
Manager, Career Development  
Selection and Staffing Department  
Saskatchewan Telecommunications

Jessica Bleuer  
Human Rights Advocacy Coordinator  
Montreal Holocaust Memorial Centre

Ashley Boha  
Facilitator, Youth Employment Strategy  
Regina Work Preparation Centre

Joe Bosi  
Team Manager  
RBC Financial Group

Jacques Bouchard  
President  
Right Brain Productions Inc

Jeffrey Boutilier  
Senior Consultant  
Meyers Norris Penny LLP

Marie Braithwaite  
Driver Education Liason  
Saskatchewan Government Insurance

Gail Bremner  
Executive Director  
Tourism Saint John  
City of Saint John

Melissa Brizuela  
HR Council for the Voluntary & Non-profit Sector

Elyse Campbell  
Human Resource Assistant  
Saskatchewan Institute of Applied Science and Technology

Mitch Carlson  
Engineer  
TransGas Limited

Cynthia Caron  
Resourcing Advisor  
Public Service Commission of Canada

Lizzie Cheng  
Program Consultant  
Population Growth Secretariat  
Government of New Brunswick

Tim Coates  
Executive Director  
21inc.

Jackie Coe  
Workforce Initiatives Coordinator  
Calgary Chamber of Voluntary Organizations

Mathieu Collin  
Human Resources Consultant  
Department of Transportation  
Government of New Brunswick

André Côté

Bill Coulthard  
Director  
SIAS Wascana Campus  
Saskatchewan Institute of Applied Science and Technology

Sarah Craig  
Workforce Development Officer  
Enterprise Saint John

Judy Cszaszar  
Recruitment Administrator  
Human Resources  
George Brown College

Caroline Cutler  
Divisional Coordinator  
Ministry of Education  
Government of Ontario

Nevin Danielson  
Manager, Recruitment and Employment Programs  
Public Service Commission  
Government of Saskatchewan

Marielle Daoust  
Senior Advisor, Talent Retention  
Business Development Bank of Canada

Robert Davis  
Analyst  
Farm Credit Canada

Matthew Dobbin  
Consultant  
Accenture

Ilona Dougherty  
Co-Founder  
Apathy Is Boring

Bonnie Doughty  
Employment Case Manager  
Multicultural Association of Fredericton Inc

Cassie Doyle  
Deputy Minister  
Natural Resources Canada

Jérémy Drouillard  
Accounting Services  
Departmental Finances Assistant  
Canada Economic Development for Quebec Regions

David Ebert  
Manager, Cultural Resource Services  
Western and Northern Service Centre  
Parks Canada Agency

Bruno Emond  
Conseiller en gestion des ressources humaines  
Ministère du développement économique de l'innovation et de l'exportation  
Gouvernement du Québec

Sharon Evans  
Program Director  
All Roads Lead Home  
Neighbourlink Calgary

Brad Farquhar  
Co-Founder and Vice-President  
Assiniboia Capital Corporation

## ANNEX 3 – PARTICIPANT LIST

Sylvie Faucher  
Conseiller en ressources humaines et gestion de  
carrières  
(HR Consultant)

Katie Fines  
Campus Recruitment Manager  
Vale Inco Limited

Corinne Fréchette-Lessard  
Journaliste Indépendante

Jeremy Gabel  
Engineer, Multimedia and Datacom Development  
TDE Department  
Saskatchewan Telecommunications

Angie Gardippi  
Staffing Manager  
Selection and Staffing Department  
Saskatchewan Telecommunications

Christine Gardner  
Branch Manager  
TD Canada Trust  
TD Bank Financial Group

Gerry Garnett  
Store Manager  
Alcool NB Liquor

Garnet Garven  
Senior Fellow, Western Canadian Office  
Public Policy Forum

Saumya Gautam  
Talent Acquisition and Diversity Consultant  
CBC/Radio-Canada

Félix Gauthier  
Analyste  
Chambre de Commerce de Montréal - Métropolitain

Eric Gendreau  
Projects Manager  
HR Special Projects  
New Brunswick Power

Jennifer Goodyer  
Senior Policy Analyst  
Federal Provincial Relations Division  
Health Canada

Carly Gowan  
Booking Manager  
Epcor Centre for the Performing Arts

Lisa Griffin  
Community Youth Engagement Coordinator  
Multicultural Association of  
Greater Moncton Area Inc

Gordon Griffith  
Manager, Qualifications  
Engineers Canada

Tianna Gross  
Research Safety Coordinator  
Human Resources  
University of Regina

Scott Hamilton  
Auditor  
Provincial Auditor Saskatchewan  
Government of Saskatchewan

Rebecca Hanger  
Big Sister Coordinator  
YWCA Regina

Paul Hanlon  
Analyst  
Accenture

Kirby Harriman  
Compensation Consultant  
Human Resources  
RBC Financial Group

Jill Harvie  
Policy Assistant  
Canadian Cattlemen's Association

Shannon Headland  
Senior Policy Analyst  
Strategy and Services Division  
Foreign Affairs and International Trade Canada

Toby Heaps  
President and Publisher  
Corporate Knights Inc.

Amanda Heffernan  
Human Resources Manager, People Strategy  
KPMG LLP

Betty Hoffart  
Chief Executive Officer  
Certified Management Accountants of  
Saskatchewan

Lisa Hrabluk  
Project Coordinator  
Saint John Campus  
University of New Brunswick

Caitlin Hughes  
Policy Analyst  
Human Resources and Skills Development Canada

Ashley Humphreys  
Payroll and Benefits Administrator  
Epcor Centre for the Performing Arts

Venessa Humphries  
Project Assistant, Nonprofit Labour Force Study  
HR Council for the Voluntary & Non-profit Sector

Jared Hungle  
Employer Services Representative  
Saskatchewan Workers' Compensation Board

Betty Illingworth  
Human Resource Consultant  
Alberta Employment and Immigration  
Government of Alberta

Corey Jackson  
Online Advertising Sales Supervisor  
The Calgary Herald

Ursula Jakabos  
Policy and Planning Analyst  
Health Canada

Shaunpal Jandu  
Administrative Assistant  
Association of Universities and Colleges of Canada

Nicole Janeczko  
Specialist, Primary Research  
Farm Credit Canada

Patrick Johnston  
Senior Fellow  
Walter & Duncan Gordon Foundation

Mélanie Joly  
Co-Founder  
Génération d'idées

Lyndsey Jones  
Human Resources Specialist  
General Electric Canada

Daniel Kang  
Human Resources Coordinator  
Human Resources Research and Measurement  
TD Bank Financial Group

Maureen Kellerman  
Project Manager  
HR Council for the Voluntary & Non-profit Sector

Avery Kelly  
Knowledge Co-ordinator  
United Way of Regina

Susi Kennedy  
Consultant  
Deloitte

Stacey Kesten  
Outreach Coordinator  
Isabel Johnson Shelter  
YWCA Regina

Marlene Khalil  
Senior Staffing Consultant  
Ontario Power Generation Inc

Mina (Nina) Kim  
Project Manager, GMCDI and Youth  
Quebec Community Groups Network (QCGN)

Erin Klapstein  
Caseworker  
Alberta Children and Youth Services  
Government of Alberta

Sheenah Ko  
Manager, YOUTHnetwork  
Diversity Department  
Saskatchewan Telecommunications

Tytus Kociszewski  
Supervisor  
Canadian Food Inspection Agency

Magda Kozłowska  
Recruiter  
CGI Group Inc



Lisa Krawiec  
Executive Assistant to the Communications Officer  
Council of Ontario Universities

Peter Kruselnicki  
Vice President, Public Sector Relations  
TransCanada Corp

Linda Labelle  
Human Resources Consultant  
Canadian Museum of Civilization

Bernadette Lalonde  
Project Officer  
Canada Revenue Agency

Cheryl Lamerson  
Professional Standards Manager  
Canadian Council of Human Resources Associations

Marie-Laure Landais  
Chargée de projets  
Participation électorale des jeunes  
Forum jeunesse de l'île de Montréal

Amanda Lanoway  
Planned Giving and Major Gifts Coordinator  
United Way of Regina

Valérie Larochelle  
President, John Molson Human Resources  
Association  
John Molson School of Business  
Concordia University

Eugène LeBlanc  
Policy Analyst  
Atlantic Canada Opportunities Agency

Matt LeBlanc  
Project Administrator  
Public Policy Forum

Mario Leblanc  
Learning and Development Consultant  
Office of Human Resources  
Government of New Brunswick

Alison Leclaire Christie  
Senior Advisor, Recruitment and Planning  
Foreign Affairs and International Trade Canada

Marie-Eve Leclerc  
Resourcing Advisor  
Public Service Commission of Canada

Jody Lepp  
Budget Analyst  
Saskatchewan Institute of Applied Science and  
Technology

Shane Lewis  
Analyst, Real Estate and Mortgages Investments  
Greystone Managed Investments Inc

Carmen Lien  
Development Assistant  
Harvard Developments Inc

Lana Lougheed  
Assistant Commissioner  
Alberta Corporate Human Resources  
Government of Alberta

Dallas Lozinsky  
Auditor  
Saskatchewan Government Insurance

John Macaulay  
Research Associate  
Public Policy Forum

Andrea MacDonald  
Supervisor  
Administration & Insured Benefits  
Office of Human Resources  
Government of New Brunswick

Lindsay MacIntosh  
Adoption Caseworker  
Alberta Children and Youth Services  
Government of Alberta

Lesley MacLeod  
Irving Oil Ltd

Mariam Malik  
Co-Chair of Future Leaders of Ontario  
Interdepartmental Youth Network for Ontario  
Public Works and Government Services Canada

Alexandra Malone  
Policy Analyst  
Earth Sciences Sector  
Natural Resources Canada

Janelle Mansfield  
Senior Consultant  
IBM Canada Ltd

Charity Marsh  
Canadian Research Chair  
Faculty of Fine Arts  
University of Regina

Josée Martel  
Policy Analyst  
Council of Ontario Universities

Arezo Matin  
Junior Policy Analyst  
Chronic and Continuing Care Division  
Health Canada

Lori Anne McCracken  
Director  
Compensation, Office of Human Resources  
Government of New Brunswick

Alexis McDonald  
Senior Consultant  
IBM Canada Ltd

Gillian McDougall  
Employment Counselor  
Student Employment Service  
Student Affairs and Services  
University of New Brunswick

Harold McInnis  
Team Leader  
Canada Revenue Agency

Erin McKay  
Tourism Assistant  
Tourism Saint John  
City of Saint John

Kelly McKeen  
Project Manager  
Centre for Nuclear Energy Research  
University of New Brunswick

Jeremy McLean  
Business Development Associate  
Kinek Technologie Inc

Alison Mehler  
Supervisor, Business  
SaskEnergy Inc

Elsbeth Mehrer  
Manager, Workforce Development  
Research Workforce and Strategy  
Calgary Economic Development

Chantal Melanson  
Customer Service Clerk, Group Insurance  
Assumption Life

Jennifer Melcher  
Fixed Income Trader  
Greystone Managed Investments Inc

Melissa Melvin  
Junior Policy Analyst  
Adjustment  
Human Resources and Skills Development Canada

Eric Michaud  
Taxpayer Services Agent /  
Quality and Learning Team  
Canada Revenue Agency

Alec Milne  
Principal  
Framework Partners Inc

Heather Mitchell  
Auditor  
Provincial Auditor Saskatchewan  
Government of Saskatchewan

David Mitchell  
President and Chief Executive Officer  
Public Policy Forum

Laura Mitchell  
Research Officer  
Institute on Governance

Lisa Moffatt  
Canada Revenue Agency

Varsha Mohabir  
Human Resources Office Assistant  
George Brown College

## ANNEX 3 – PARTICIPANT LIST

John Munro  
Vice-President, Sales and Marketing  
Ambir Solutions

Michael Murray  
Director  
HR Strategy & Development, Office of Human  
Resources  
Government of New Brunswick

Jamie Niessen  
Manager, Community Investment  
TransCanada Corp

Mary Ann Notarianni  
Communication Coordinator  
United Way of Canada

Sean Nunes  
Human Resources Analyst, Talent Management  
TD Bank Financial Group

Sharon Ozimec  
Graphic Artist  
I-Dent Group Inc

Glen Padassery  
Manager, Partnerships and Outreach  
Ministry of Government Services  
Government of Ontario

Shelley Pappas  
Engineer, Multimedia and Datacom Development  
TDE Department  
Saskatchewan Telecommunications

Philippe Parenteau  
Coordonnateur des relations interministérielles  
et travaux parlementaires et Conseiller en  
développement des partenariats et des services à la  
clientèle, Secrétariat général et vérification interne  
Ministère de l'Immigration et des Communautés  
culturelles  
Gouvernement du Québec

John Patti  
Director, Human Resources  
CGI Group Inc

Brenda Pedersen  
Brand Manager  
The Calgary Herald

Dan Petoran  
Coordinator, Outreach and Partnerships  
Ministry of Government Services  
Government of Ontario

Jennifer Petrovich  
Irving Oil Ltd

Vladimir Plessovskikh  
Comptable  
Ernst & Young LLP

Yves Poisson  
Vice President  
Public Policy Forum

Andrew Potter  
Columnist  
Maclean's Magazine

Natalie Prystay  
Executive Assistant to ADM-  
Family Responsibility Office  
Ministry of Community and Social Services  
Government of Ontario

Vinod Rajasekaran  
Research Associate  
Public Policy Forum

Marie Rajic  
Director  
Western Region  
TransCanada Corp

Sal Rasheed  
Manager, Resource Conservation  
Parks Canada Agency

Musquaunquot Rice  
Program Officer, Youth Intervenor  
National Association of Friendship Centres

Sandra Ritchie  
Department Head, Business  
New Brunswick Community College

Nicole Robertson  
Évaluatrice de langue seconde  
Public Service Commission of Canada

Jemmie Robles  
Executive Administrative Assistant  
Ministry of Community and Social Services  
Government of Ontario

Courtney Rock  
Recruitment and Admissions, Liaison Officer  
Saint John Campus  
University of New Brunswick

Jonathan Rogoza  
Senior Staffing Consultant  
Ontario Power Generation Inc

Christina Rossetti  
Officer, Organization Planning and Development  
Canada Post Corporation

Christine Rowe  
Manager  
Canada Revenue Agency

Amélie Roy  
Regional Program Officer  
Friends of Canadian Crossroads Foundation  
Canadian Crossroads International

Annik Roy  
Leadership Program Coordinator  
21inc.

Krista Saleh  
Program Consultant and Project Leader  
The Psychology Foundation of Canada

Mili Sampat  
Strategic Staffing Advisor  
Citizenship and Immigration Canada

Emily Sangster  
Broadcasting Analyst  
Canadian Radio-television and  
Telecommunications Commission

Mana Sasaki  
Employment Facilitator  
Multicultural Association of Fredericton Inc

Natasha Sawh  
Program Manager, Global Citizenship  
Walter & Duncan Gordon Foundation

Humphrey Sheehan  
Chief Executive Officer  
Population Growth Secretariat  
Government of New Brunswick

Melissa Shepherd  
Marketing Coordinator  
Government of Saskatchewan

Danielle Sicinski  
Accountant / Financial Analyst  
Saskatchewan Telecommunications

Shanan Sorochynski  
Communications Officer  
External Relations  
University of Regina

Tina Soucy  
Director, Group Insurance  
Assumption Life

Akshay Srivastava  
Engineer  
Industrial and Digital Energy  
General Electric Canada

Katrina Staples  
Safety Coordinator, Prepared Foods & CCS  
McCain Foods Ltd

Sam Syed  
Chef d'équipe  
Ernst & Young LLP

Rena Tabata  
Volunteer Committee Chair and Program Manager  
HR Council for the Voluntary & Non-profit Sector

Victor Thomas  
VP International  
Global Bridgeway Inc

Michelle Tinker  
Manager  
Youth Services  
Community Microskills Development Centre

Phillip Todd  
Web Editor  
Association of Universities and Colleges of Canada

Greg Toner  
Product Advisor  
Alcool NB Liquor

Paul Toner  
Community Coordinator of Early Childhood  
United Way of Greater Moncton and Southeastern  
New Brunswick Region Inc

Katrina Toronyi  
Work Experience Coordinator  
Career Services  
Mount Royal University

Danny Tsui  
Coordinator, Telecommunications Management  
Future Leaders of Ontario  
Immigration and Refugee Board of Canada

Stefica Turuk  
Donor Relations Coordinator  
S.T.A.R.S. Foundation

Pauline Wagner  
Corporate Controller  
Harvard Developments Inc

Christa Watson  
Regional Enterprise Manager, North Battleford  
Regional Office  
Enterprise Saskatchewan  
Government of Saskatchewan

Troy Welder  
Client Relationship Manager  
Information Services Corporation of Saskatchewan

Rachael Wheelan  
HR Generalist  
McCain Foods Ltd

Sandra Woods  
Manager, Organizational Development  
Saskatchewan Government Insurance

Sarah Woods  
Associate Manager  
Youth Services  
Community Microskills Development Centre



## PARTICIPANTS IN ACTION





