



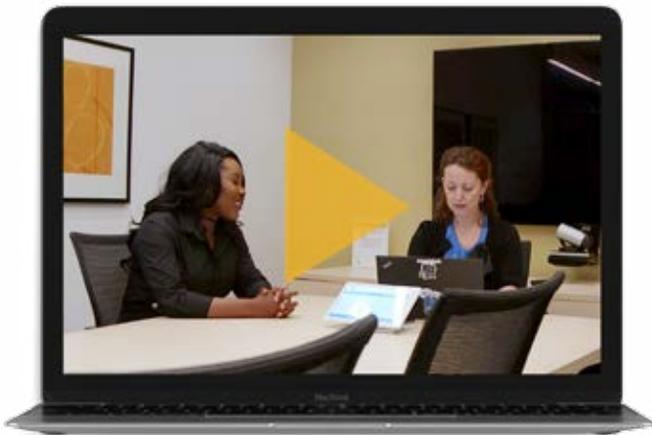
CASE STUDY: RBC

Banking on the Right Talent

The following case study is RBC's journey towards hiring more youth facing barriers and setting them up for long-term career success and to create a roadmap to help other companies take the next step.

Royal Bank of Canada (RBC) is one of the largest banks in Canada. The bank serves over 16 million clients and has 80,000 employees worldwide. RBC is a recognized industry leader with a commitment to providing youth career development through campus recruitment initiatives and programs for recent graduates like **RBC Career Launch Program**.

Watch the RBC case study video!



Why Do Youth Matter to RBC?

RBC knows that to continue to grow their business, they must attract, engage and develop diverse talent. Opportunity youth is a largely untapped talent pool that can help meet this objective. Furthermore, providing opportunity youth with meaningful work experiences can help them unlock their full potential, ensuring a more prosperous future for them, for RBC and for Canada.

RBC's Challenge: Onboarding and Developing Candidates

As a large institution, RBC has well-established HR practices and programs. In the case study, RBC set out to identify opportunities to customize current processes to set opportunity youth up for success and make them feel welcomed and supported through recruitment and onboarding.

What RBC Did

RBC Career Launch Program

RBC focused on customizing their existing **RBC Career Launch Program**, partnering with Children's Aid Foundation to source young people who were formerly in care to participate in the program. This allowed RBC to test the established program with a targeted audience of young people who often encounter greater challenges with transitioning from school to meaningful work and evaluate needed customizations.

The RBC Career Launch Program is a year-long, paid, first career experience designed to help youth successfully transition from postsecondary education to a workplace and prepare them for long-term career success. It consists of 3 unique work rotations complemented by time allocation for professional development, mentoring and networking.



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RBC has also created the **RBC Launching Careers Playbook**, a toolkit is designed to help all stakeholders—young people, managers, and HR teams—make the most of their work experiences. From work integrated learning to summer jobs, the approaches and practices outlined will also support young people and employers in getting the most from these experiences.

The KPMG Spotlight: Mapping the Road Ahead

RBC wanted to focus on establishing stronger onboarding practices for opportunity youth. KMPG identified that opportunity youth with limited work experience may need customized support and traditional onboarding programs may not provide the tools they need to successfully integrate into their new role. The first 90 days were identified as an especially critical and vulnerable time.

DID YOU KNOW...



Only 30% of change programs* succeed according to McKinsey & Company. Leading causes of failure include:

- Employee resistance and unsupportive management
- Behaviours that inhibit desired changes

*Initiatives created to help a company change its processes, methods of work, etc.

Pillars of RBC Career Launch Program: A Year of experience

1

3 unique rotations

Through these 3 rotations, participants get hands-on work experience and exposure to RBC from a customer service, community, and corporate/head office perspective.

2

42 days of professional development

Builds 21st century skills. E.g.: critical thinking, collaboration and communications

3

30 hours of formal coaching and mentoring

Provides regular feedback to drive development and inform career direction. Builds confidence and soft skills.

4

Networking

With peers, professionals and communities to provide a sense of connectedness and an opportunity to grow and practice soft skills.

5

Next Great Social Innovator

A challenge to develop new social finance business ideas and build confidence.



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To address the onboarding challenges of opportunity youth, the following areas of focus were proposed by KPMG:

> Aligned expectations

Managers and youths' expectations of one another can be misaligned which can create tension early on if not called out in a secure environment.

For example:

- The manager may expect the youth to 'hit the ground' running.
- Opportunity youth can have preconceptions of what to expect from an authority figure and what they expect of them.

To proactively manage this, RBC managers connected personally with each young person prior to their start date to have a more detailed discussion about expectations, build rapport, and surface any unanswered questions.

Through the RBC Career Launch Program, ongoing clarity of expectations through goals and deliverables for all youth is built in.

> Customized training

Often, managers don't understand the challenges that opportunity youth face, e.g. lack the soft skills and work experience compared to other hires.

To manage this, custom training can be provided to managers on how to assess if someone needs additional support.

> Security enhancing mentoring

Mentors can play a pivotal role to support breaking down complex challenges facing this group. Committed and compassionate mentors/coaches that invest in the new hires' success are critical.

More tailored and rigorous mentorship matching for the opportunity youth that considers the needs of the individual (e.g. would they respond better to an experienced leader or a peer mentor) is essential.

At RBC, the Career Launch Managers build a deep understanding of the individual experiences as they played a lead role working directly with Children's Aid Foundation during recruitment, all the way through to regular routines with the young people.

> Progression mentoring

Opportunity youth may require greater support and monitoring during onboarding. This cohort can 'slip under the radar' and get overwhelmed by work demands which can compromise performance and engagement early on.

The RBC Career Launch Program offers all associates regular personalized feedback on progress and performance at key points during the year. A shared ownership model between

YOU MAY NOT KNOW, BUT...



Opportunity youth often face challenges negotiating workloads, asking the right questions, and building relationships. Also, they are not always primed on appropriate office etiquette (like dress code or the importance of punctuality) which can have a lasting impression on colleagues and managers. Early onboarding and setting clear expectations can set them up for success.

the youth and manager on assessing performance helps align expectations, identify strengths, and collectively set goals and development opportunities.

> Further Recommendation

KMPG further suggested that while rejection is difficult for most applicants, it may be even harder for opportunity youth. In order to mitigate any loss in self-esteem, feedback to unsuccessful applicants can encourage them to continue to pursue career goals and will help ongoing development. KPMG recommended a debrief meeting with unsuccessful opportunity youth candidates to provide recommendations on how to leverage their strengths in future interviews.



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RBC's Lessons for Success

Through spearheading the supportive onboarding and development process, RBC has been provided with a variety of lessons.

> Labels aren't always good

In order to enable the young people to own their experience in the RBC Career Launch Program, RBC made the decision not to identify the hires to anyone outside the program team. This approach empowered the young people and worked for RBC given the structured nature of the program and the support of the program management team. In a smaller organization or with a less structured program, a different approach might be more suitable.

> Building a strong foundation

A passionate and committed manager that will focus on the individual and their growth and success within the work experience and beyond is critical to unlocking the potential of the young people.

> It's a longer journey than you think

Onboarding should start well before day one especially with the youth demographic. A mix of online and personal interactions with each young person before their first day helps to build a rapport and trust. It also provides an initial opportunity to talk about possible challenges and these can be best managed together.

> Manage accommodations

Many opportunity youth face multiple barriers and may require workplace accommodations for both training and on the job. It's important that employers let all hires know that accommodations are possible as some may not feel empowered to ask, open the door for conversation so that these can be clarified and understood early and addressed well in advance.

> The right environment

Select a supportive environment with people managers that are authentically committed to helping the young person succeed. If there isn't a strong manager in place, this may impact the youth's ability to succeed.

> Senior leadership buy-in

To affect change in HR practice, buy-in from senior leadership is critical. Change management practices can help create buy-in from those implementing new approaches with youth across the organization by building a shared understanding of the social and economic value of the changes taking place. This process of change management can be difficult and takes time.

RBC's Advice

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"Diversity of thought and experience within your organization will determine your success. Ignoring the untapped potential of opportunity youth is a losing proposition for everyone. If onboarded in a supportive environment, this talent pipeline can bring valuable perspectives and contributions to your organization and be engaged and loyal employees."

– Jenny Poulos

Senior Vice President, Workforce Strategy & Employee Experience, RBC