

REPORT TO EMPLOYEES

THE
TASK FORCE
ON THE
ADVANCEMENT
of
ABORIGINAL
EMPLOYMENT

SEPTEMBER 1992



Bank of Montreal

“ At Bank of Montreal, we are unequivocally committed ”
to the Canadian ideal of a democratic, pluralist society,
where one roof covers many hearths
and a just balance has been struck between
individual and collective rights.

MATTHEW BARRETT
Chairman and
Chief Executive Officer
JANUARY 1992

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MESSAGE FROM THE VICE-CHAIRMAN AND EXECUTIVE SPONSOR

It was less than a year ago that our president, Tony Comper, introduced and endorsed the recommendations of the Task Force on the Advancement of Women in the Bank.

Looking back, I can't think of a better way of beginning to face our commitment to Workplace Equality for everyone at the Bank.

We have been acting decisively on every one of the Task Force recommendations. Our corporate culture is being revitalized, and that revitalization won't stop until everyone at Bank of Montreal works and competes and succeeds on a fully equal basis.

But as this Report to Employees on the Task Force on the Advancement of Aboriginal Employment shows us, we still have another, critical goal to achieve on our way to establishing Workplace Equality.

We first must achieve Workforce Diversity. In other words, the composition of the Bank's workforce in each of the communities we serve must reflect the composition of the workforce that is available in each community.

As the Task Force reports, Aboriginal people constitute 2% of the national workforce, but they constitute only 0.5% of the Bank's employees. We cannot have an equitable workplace with any group so under-represented.

The Bank is addressing other areas of under-representation as well.

In November, our report on the hiring and advancement of people with disabilities — sponsored by Vice-Chairman Jeff Chisholm — will help another under-represented group attain equality in the Bank.

We will also be devising action plans toward Workplace Equality for members of visible minorities.



Yes, our commitment to Workplace Equality has us actively engaged on a number of fronts. And yes, we are striving to adjust to a rapidly evolving corporate culture in a very short period of time.

But we are successfully making that adjustment. As we work together to put our action plans into practice, we need to keep in mind that one of our important goals — as set out in our Corporate Strategic Plan — is Workplace Equality.

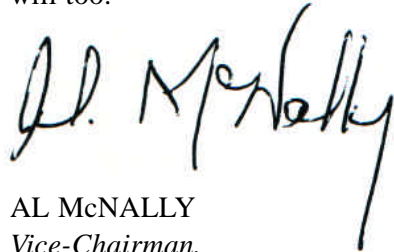
We intend to be the Number One Bank — the bank of choice and the employer of choice coast to coast in Canada. This goal is achievable only when our workforce reflects the communities we serve.

How else can we really understand and respond to our customers' needs? How else can we establish — and maintain — the leadership position in our industry?

Ernie Morel, the Leader of the Task Force on the Advancement of Aboriginal Employment, will introduce you to the Task Force findings.

Before I sign off, however, I want to thank everyone who participated in the Task Force, especially the 44 representative Bankers who formed our five divisional Action Teams, and all the individuals in Aboriginal communities across Canada who showed such patience and understanding in collaborating with us on this initiative.

The Task Force members are excited about what they produced. I share their excitement as I applaud their commitment. I trust you will too.



AL McNALLY
*Vice-Chairman,
Personal and Commercial Financial Services
Executive Sponsor,
Task Force on the Advancement of Aboriginal Employment*



LET'S BUILD A BANK FOR EVERYONE

When the Task Force on the Advancement of Aboriginal Employment was formed in May 1991, its mandate was to focus on the advancement of Aboriginal people at Bank of Montreal.

But what the Task Force members discovered was that we don't employ enough Aboriginal people to make career advancement on its own a meaningful solution.

In 1991, the number of self-identified Aboriginal employees at the Bank reached 118, representing less than one half of one percent of our total workforce. Success in recruitment and retention is clearly the first priority.

Advancement, of course, is also a priority: too many of those 118 employees have not progressed past their entry-level positions. But if we are to live up to our mandate of creating diversity and equality at all job levels and in all job families, we have to begin at the beginning.

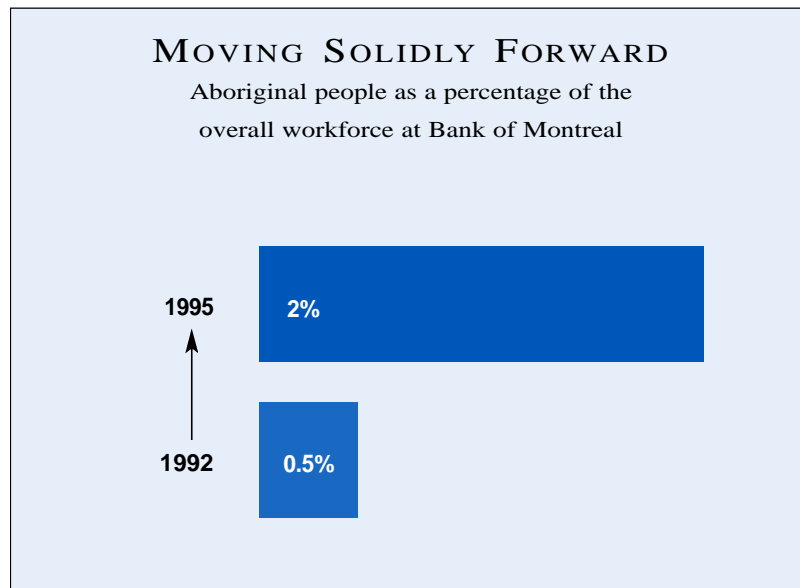
We have to rethink the banking industry's relationship with Aboriginal people, and more specifically our own. We have to change. Fortunately, the Task Force members provided us with a plan for change.

They documented the fact that some Aboriginal people lack familiarity with major financial institutions and have inadequate access to financial services. They also documented the Bank's general lack of familiarity with Aboriginal people and the financial services they require.

The Task Force discovered that the Bank's commitment in the Corporate Strategic Plan to be "a fair and equitable employer" is too often interpreted to mean treating everybody the same, rather than recognizing, valuing and managing diversity.

And, clearly and forcefully, they told us what we need to do to improve our relationship with Canada's Aboriginal people.





The report before you spells out the Bank's commitment to the goals the Task Force set for us. The most prominent of our 31 action plans, as you will see, is to develop a national workforce that comprises at least 2% Aboriginal employees by 1995.

While 1.5% would reflect the Aboriginal component of the communities the Bank serves, we decided to match the Aboriginal component of the national Canadian workforce

To achieve this leadership goal, and to make ourselves the bank of choice for Aboriginal business as well as Aboriginal employment, we all have plenty of work to do.

Some of you may know that the Assembly of Manitoba Chiefs filed a complaint with the federal Human Rights Commission in June 1990, citing Bank of Montreal and 50 other organizations for their poor track record in employing Aboriginal people. We co-operated fully with the Commission and, in July 1992, the complaint against the Bank became one of the first to be settled.



As we expressed to the Assembly of Manitoba Chiefs, the Bank will demonstrate clear evidence of our commitment to the employment of Aboriginal people.

We will get to know Aboriginal people across this country on their own terms, individually and culturally, community by community.

We will all learn — as the Task Force has already learned — what the barriers look like from the perspective of Aboriginal people and form partnerships with them to bring those barriers down. And build trust and confidence in each other.

We are, I believe, better able than any other financial institution to respond to Aboriginal people's needs and goals.

In a country where there are so many different and distinct Aboriginal communities, we have the advantage of the Bank's strategic commitment to community-level decision-making. With Bank of Montreal's community banking organization, our Community Managers are able to work effectively with Aboriginal organizations everywhere.

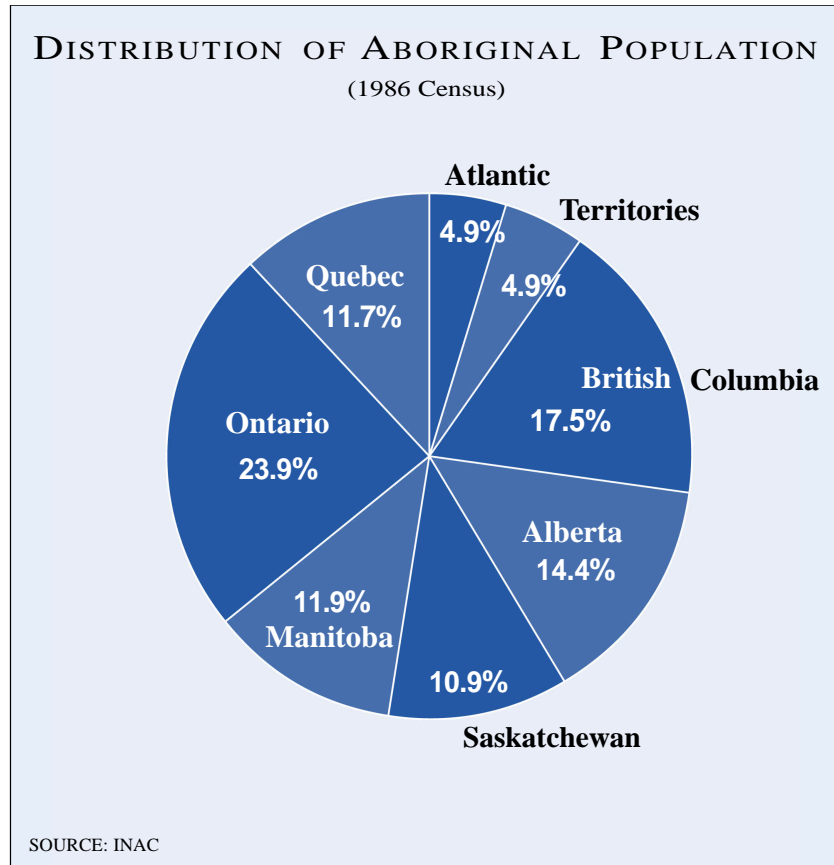
And, with the publication of this report, our Community Managers — and all managers throughout the Bank — will be responsible for incorporating the initiatives outlined in this report into the annual business plan process.

Important steps have already been taken. Our Workforce Diversity team in Human Resources, in partnership with Aboriginal people, is developing pre-employment "job readiness" training programs.

Johanne Totta, our Vice-President, Workplace Equality, has responsibility to work together with all employees on issues related to Workplace Equality, and is giving added focus to Aboriginal employment.

We have also created a new executive officer position of Vice-President, Aboriginal Banking with a mandate to provide leadership in





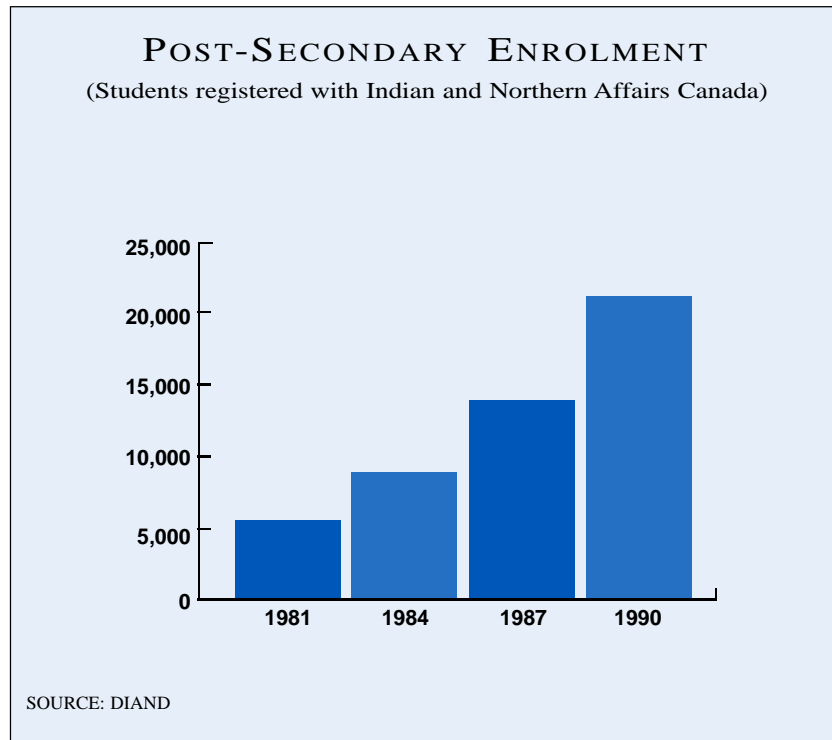
broadening and deepening our business relationships beyond the 135 Aboriginal groups with whom we currently do business.

In the Report to Employees on the Task Force on the Advancement of Women in the Bank, Tony Comper stressed that advancement of women was “not just the right thing to do, but the smart thing to do.”

That statement also holds true for the advancement of Aboriginal employment.

It is right to recruit and retain and advance Aboriginal people because every Canadian has the right to equal opportunity to participate fully in the economic activity of the country.





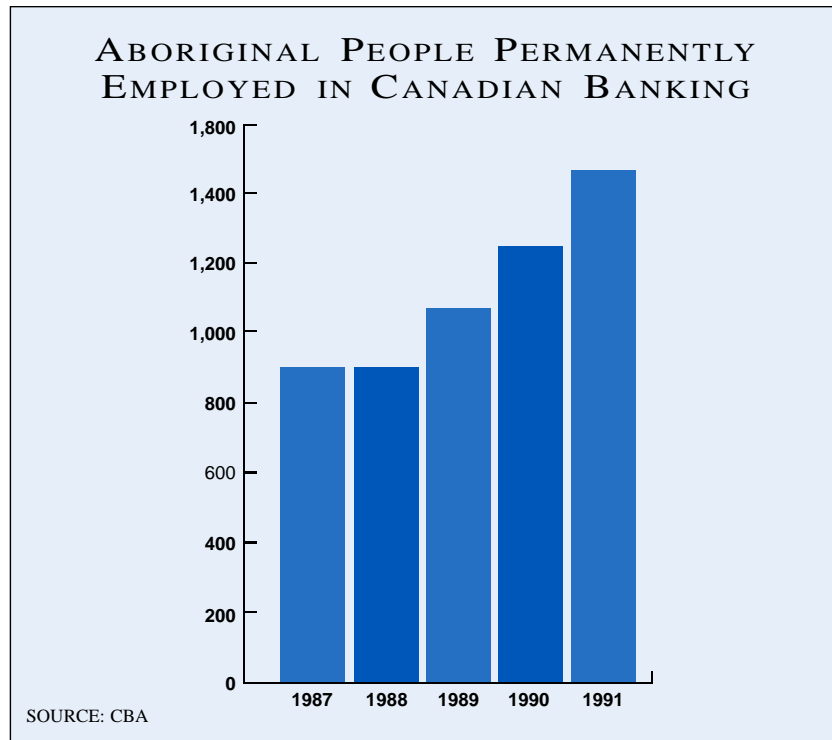
It is also smart to respond to the financial services needs of the one million-plus Aboriginal people in Canada. It builds more business for the Bank.

And this market is growing all the time. For example, by the year 2000, Aboriginal people will comprise an estimated 40% of the total workforce of Manitoba and Saskatchewan. We want to attract more than our “fair share” of these customers.

Also, the Aboriginal population is becoming an excellent source of bright, educated young people. For example, there has been an unprecedented surge into post-secondary education. The number of registered students more than tripled in the last decade. We want to tap into this growing pool of talent.

In summary, the Task Force members came away excited by new insights and sense of community, as I hope you will too, when you finish reading this report.





I am delighted, but not surprised, that the very existence of our Task Force has contributed to important changes in attitude.

“This is such an important issue,” wrote one Task Force member, “so very important to the future of Aboriginal people, to our children, and to ourselves.”

ERNIE MOREL

*Senior Vice-President, Manitoba/Saskatchewan,
Personal and Commercial Banking,
& Task Force Leader*

HOW THE TASK FORCE COMPLETED ITS WORK

The Task Force on the Advancement of Aboriginal Employment was established under the executive sponsorship of Vice-Chairman A1 McNally in May 1991 as one of Bank of Montreal's key initiatives to achieve its business goal of Workplace Equality.

The objective of the Task Force was to formulate the action plans that would quickly and effectively ensure the proper employment of Aboriginal people in the Bank.

At its first meeting in June 1991, the Steering Committee determined that the Bank needed to deal with recruitment and retention before meaningful advancement would even be possible: Aboriginal people constitute only 0.5% of the Bank's employees but 2% of the national workforce.

So the Steering Committee's first challenge was to expose all the barriers, direct and indirect, internal and external, to recruitment and retention.

Understanding that real change only happens through individual understanding and commitment, the Committee decided to launch its investigations with the help of 44 individuals organized into five divisional Action Teams. They were selected from all banking groups and included Aboriginal employees.

Each team retained its own consultant who was well informed about the region's employment issues from the perspective of Aboriginal people. And, most importantly, every team sought information and advice from Aboriginal colleagues, Aboriginal business contacts and local Aboriginal leaders.

In addition, each team worked in collaboration with the Bank's own experts, the Workforce Diversity team in Human Resources. The Prairie Action Team developed a research model to help all the teams identify barriers to employment, recommend actions to overcome them and devise standards of measurement.

All five teams submitted independent reports to the Steering Committee in March 1992. Each team identified barriers for which they recommended actions. Since there was a notable degree of consistency in the findings across all divisions, this final report consolidates the findings into 31 barriers organized into six main categories.

The Task Force made three Key Recommendations and developed 31 action plans.



HISTORY IS ONLY PART OF THE PROBLEM

The five Task Force Action Teams discovered that some of the barriers to employment and advancement are historical. But other barriers are the result of Bank practices that are insensitive to the needs of Aboriginal employees and potential employees. And still others are the result of misunderstanding or misperception.

The Action Teams believed that we all need to know “the hard facts” in order to take the necessary action to hire and advance Aboriginal people.



NO ONE SAID, ‘WE WANT YOUR BUSINESS’

As a corporation, the Bank has not yet developed substantive relationships with Aboriginal people. As a result, there has been little opportunity to build mutual trust and respect.

Some Aboriginal people, in fact, have never had contact with any financial institution, and neither, they said, had their parents.

What the Action Teams reported:

- Very few Bankers have approached Aboriginal organizations to market the Bank’s services, or even to say, “We want your business.” Effort to achieve Workplace Equality will fall short unless it is combined with an equal effort to recruit Aboriginal customers.
- Because of the extensive media coverage of our initiatives on the advancement of women, there is a misperception that the Bank’s commitment to Workplace Equality is largely restricted to “women’s issues.” It isn’t, and we need to get that message out to all our employees. Our goal is to be a leader in all aspects of Workplace Diversity.
- Until now the Bank has not capitalized on the benefits of seeking out and consulting Aboriginal people, including business leaders, as advisors.
- Our track record suggests we clearly lack expertise and even basic understanding of the needs of Aboriginal people, both as customers and employees. It makes sense to consult the experts — the people themselves.



A FAILURE TO COMMUNICATE

Until recently, the Bank has not encouraged the employment of Aboriginal people.

The hiring process has not worked in favour of Aboriginal people. This is verified by the fact that, in 1991, the Bank employed 118 Aboriginal people in a workforce of more than 26,000.

What the Action Teams reported:

- Hiring Aboriginal people is not seen as a Bank priority, so there has been little motivation to recruit Aboriginal people.
- Awareness of job opportunities in Aboriginal communities is all but non-existent; consequently, applications from those communities have been limited.
- Job postings don't recognize unique skills, including languages spoken, cultural knowledge and access to Aboriginal networks.
- There is no standard orientation program for new employees, a situation that makes it especially difficult for many Aboriginal people, who must cope with a whole new culture as well as a new job.
- The management orientation program does not reflect the Bank's commitment to Workforce Diversity.
- The lack of any support system to assist Aboriginal people in becoming familiar with Bank culture has resulted in a low retention rate among Aboriginal employees.
- There is a lack of Aboriginal role models, particularly at the management level.



A LOT OF HISTORY TO BE RECKONED WITH

The playing field is not level.

For a variety of complex reasons, many Aboriginal people require more formal education and work experience to compete effectively for entry-level jobs at the Bank.

At the same time, because of strong ties to their communities and to their culture, some Aboriginal people may be reluctant to leave their communities to obtain jobs, or may require flexible work schedules.

In Quebec, there is also a language barrier: French is not spoken on most reserves.

What the Action Teams reported:

- Potential Aboriginal employees are placed at a disadvantage because recruitment and staffing practices, including selection criteria, have not been developed with consideration of various cultural distinctions.
- Entry-level applications from Aboriginal people may be screened out because applicants lack a high school diploma and/or because they have not had the opportunity to acquire related work experience in previous employment.
- Job skill requirements related to computer technology make it difficult for untrained individuals, including some Aboriginal people, to get jobs in the Bank.
- Mobility requirements attached to a number of job opportunities are sometimes not compatible with strong ties to home communities.
- In some cases, Aboriginal people are reluctant to accept off-reserve employment because their earnings would be subject to taxes, whereas on-reserve earnings are generally tax free.
- The Bank's policy of being "a fair and equitable employer" is too often interpreted to mean treating everybody the same, rather than recognizing, valuing and managing diversity.
- Decisions in the Bank tend to be made using short-term financial goals as the key criteria. This is incompatible with the long-term investment in special measures that will be required to achieve Workforce Diversity.



SORRY, BUT THOSE JOBS ARE ALL TAKEN

The Bank has a very effective referral system, which tends to exclude Aboriginal people.

When permanent jobs become available, they are likely to be filled by temporary or casual employees, or by way of referrals from Bank employees. In either case, Aboriginal people usually miss the opportunities.

Lower staff turnover, particularly in the rural and smaller-town branches that tend to be close to reserves, limits employment opportunities.

What the Action Teams reported:

- Because the Bank's job posting program gives priority to existing employees, it tends to exclude Aboriginal people.
- The Bank's decentralized hiring practice makes it difficult to provide a consistent approach to hiring priorities, including giving appropriate consideration to the need for a diversified workforce.
- A reduction in turnover generally, along with a recessionary economy, have created an oversupply of well-educated, experienced and trained individuals in the job market.
- There is insufficient time and money to train new staff at the branch level, and it is difficult for Community and Branch Managers to take such initiatives.
- There is no perceived Bank priority, in terms of either time or financial support, for the recruitment and advancement of Aboriginal employees.



FACING A BASIC LACK OF UNDERSTANDING

Many Bankers are unaware of the cultural and socio-economic realities that influence Aboriginal people's lives. Some Bankers — and some customers — stereotype Aboriginal people.

Aside from a relative handful of (mostly) urban workplaces, there has been little opportunity for Aboriginal people and other North Americans to get to know one another. The general result has been misperceptions and stereotyping. The particular result within the Bank has been serious under-representation of Aboriginal employees.

What the Action Teams reported:

- There is no perceived Bank priority to guide employees in rethinking attitudes that are unconscious, uninformed or stereotypical.
- Unacceptable behavior is not well defined, and exemplary behavior is not sufficiently recognized or rewarded.



EVERYBODY ISN'T CELEBRATING DIVERSITY

Many employees, Managers included, have only a limited knowledge of the Bank's commitment to Workforce Diversity.

While one cannot make cultural or socio-economic generalizations, many Aboriginal people have made it clear that they do not want to fit into Canada's cultural mainstream and prefer simply to be themselves — values and heritage intact, including in the workplace.

Even though the Bank is officially committed to establishing and celebrating diversity in the workplace, a lot of employees don't seem to know that. As a result, Aboriginal people continue to pay a heavy price, in terms of both jobs and advancement, for their right to be different.

What the Action Teams reported:

- There is a general lack of understanding of how the Bank's commitment to Workforce Diversity and Workplace Equality in the Corporate Strategic Plan translates into the individual Banker's responsibilities on a day-to-day basis.
- Accountability for Workforce Diversity appears to reside only at the senior executive level, and with Corporate Human Resources.
- Human Resources policies do not promote, or even appear to value, Workforce Diversity. They don't provide any direction for achieving it.
- The Bank's performance goals and measurement do not recognize or support Workforce Diversity. Managers can and do hire without accountability for Workforce Diversity.
- There is very limited awareness of the size and composition of the Aboriginal workforce in each community.



KEY TASK FORCE RECOMMENDATIONS

ACHIEVE DIVERSITY TO ACHIEVE EQUALITY

Develop a workforce that comprises 2% Aboriginal employees by October 1995. Within three years, the Bank's employment of Aboriginal people in each community the Bank serves should mirror the community's workforce. This recommendation is an essential element of the Bank's customer service strategy.

BUILD TRUST AND RESPECT

Reach out to Aboriginal communities to attract employees through a series of special recruitment initiatives. This recommendation is consistent with the Bank's strategy of community banking, and its goal to be the bank of choice for both business and employment.

WELCOME ABORIGINAL PEOPLE

Create a workplace that fosters the retention and advancement of Aboriginal people. This recommendation is in keeping with the Bank's commitment to develop a diverse and equitable workplace.



THE TASK FORCE SETS THE AGENDA FOR CHANGE

SET AND MEET HIRING GOALS

GOAL — Take a leadership position among major Canadian financial institutions for Workforce Diversity and Workplace Equality.

- Develop, within three years, a workforce that comprises 2% Aboriginal employees.

Deadline — October 1995

- Set and meet (or surpass) annual divisional goals for the recruitment, retention and advancement of Aboriginal people.

Deadline — October 1993 and annually thereafter

KEEP UP THE MOMENTUM

GOAL — Provide a focus for ongoing leadership, advocacy, accountability and support for the recruitment, retention and advancement of Aboriginal people, and ensure that Workforce Diversity and Workplace Equality remain a vital part of the Corporate Strategic Plan.

- Clarify to employees that Johanne Totta, Vice-President, Workplace Equality, under the guidance of the national and divisional Advisory Councils on the Equitable Workplace, has the clear mandate to ensure that the Bank meets all of its goals related to Workplace Equality. In addition to equality for women and men in the workplace, this mandate includes equality for Aboriginal people, people with disabilities and members of visible minorities. As well, clarify to employees that all executives are accountable for the implementation of the Task Force action plans.

Deadline — September 1992

- Invite Aboriginal employees to join the national and divisional Advisory Councils on the Equitable Workplace.

Deadline — November 1992



INCREASE AWARENESS

GOAL — Clarify to employees that, according to the Corporate Strategic Plan, employment within the Bank should properly reflect the communities served by the Bank. And emphasize that the Bank's commitment to this business goal is real and urgent.

- Revise the Corporate Strategic Plan to reinforce the existing commitment to Workforce Diversity and Workplace Equality.

Deadline — December 1992

- Update Human Resources recruitment and staffing policies to reflect and reinforce the Bank's commitment to Workforce Diversity and Workplace Equality.

Deadline — April 1993

- Publicize the Bank's diversity and equality goals through *FirstBank News*, *875 Live*, *Advancing Workplace Equality* and, wherever possible, other employee communication vehicles.

Deadline — September 1992 and regularly thereafter

BROADEN UNDERSTANDING

GOAL — Improve understanding to help dismantle the barriers, both internal and external, to the recruitment, retention and advancement of Aboriginal people in the Bank.

- Communicate to every employee the Task Force's findings about the employment barriers faced by Aboriginal people. And outline the plans the Bank is putting into action.

Deadline — September 1992

- Launch a classroom-based training program to increase understanding of the significant advantages to be gained from a diverse workforce as well as how to work within and manage a diverse workplace. The initial audience will be executives and managers in targeted communities.

Deadline — Pilot in March 1993; rollout in May 1993

- Launch a cultural awareness training program, in consultation with Aboriginal organizations, to increase understanding of the



history, culture and socio-economic challenges of Aboriginal people, and the barriers to their employment and advancement at the Bank.

Deadline — January 1993

- Develop and roll out an orientation program for all new employees that includes information about the benefits of working in a diverse and equitable workplace.

Deadline — November 1992

ENSURE ACCOUNTABILITY

GOAL — Establish individual accountability, at senior levels and throughout management, for building a workforce that reflects the communities the Bank serves. And ensure that the Bank's commitment to Workforce Diversity and Workplace Equality is integrated into the Bank's ongoing business planning for continuous improvement.

- Set goals for Workforce Diversity and give high priority to reaching these goals, as part of the business plan process.

Deadline — October 1992 and annually thereafter

- Discuss and agree on individual action plans and goals for 1993. Ensure that each individual's specific goals and standards are included in the 1993 performance plans, as part of the Performance Planning and Review process.

Deadline — December 1992

FORGE NEW RELATIONSHIPS

GOAL — Become the bank of choice for both Aboriginal employment and business, and properly reflect the communities we serve.

- Develop networks to Aboriginal organizations across the country through Community Managers supported by designated divisional co-ordinators. Explain that the relationships are expected to be long term so that, over time and positive experience, strong ties will develop based on mutual understanding and trust. Ensure that Community Managers' action plans and goals are discussed and agreed to as part of the 1993 Performance Planning and Review process.



Deadline — December 1992

- Develop recruitment materials that are specifically focused to attract Aboriginal people.

Deadline — November 1992

- Develop new guidelines for managers on how to conduct hiring interviews that reinforce the Bank's commitment to Workforce Diversity and Workplace Equality

Deadline — Pilot September 1992; rollout January 1993

LEVEL THE PLAYING FIELD

GOAL — Devise creative strategies at the community level, in partnership with Aboriginal organizations, to assist Aboriginal people in overcoming barriers to employment.

- Initiate discussions with Aboriginal organizations across Canada and, where they deem it appropriate, form new partnerships to develop pre-employment "job readiness" programs. The Bank's successful partnership with the Six Nations/New Credit reserves in Ontario could provide a useful model.

Deadline — Montreal partnership already in operation; at least four ore partnerships by September 1993

- Tap into the network of job-related educational, counselling and internship programs that are operated in co-operation with Aboriginal organizations to recruit Aboriginal people for management positions.

Deadline — September 1992

- Designate and train one person to function as a recruitment co-ordinator for Workforce Diversity in each of the Bank's communities, in order to accelerate and facilitate the hiring of Aboriginal people and assure consistency in overall hiring practices.

Deadline — Pilot underway in Atlantic Division; rollout January 1993

- Develop and implement a summer student employment program for Aboriginal people.

Deadline — Halifax pilot in summer of 1992; rollout in summer of 1993



CREATE A WELCOMING ENVIRONMENT

GOAL — Develop a diverse workplace that enables Aboriginal people to enhance and advance their careers.

- Communicate to employees through the Corporate Strategic Plan, the Workforce Diversity and cultural awareness training programs, and the revised Human Resources policies that it is the responsibility of all employees to create an environment that encourages the retention and advancement of Aboriginal employees.

Deadline — April 1993

- Incorporate training on how to manage a diverse workplace into the management training curriculum.

Deadline — October 1993

- Ease the period of adjustment for new Aboriginal employees by developing a process for ongoing supportive relationships with existing Aboriginal employees.

Deadline — Winnipeg pilot, December 1992

- Encourage and assist Aboriginal employees who wish to be involved in these support networks.

Deadline — January 1993

- Revise the Bank's harassment policy to include more detailed references to harassment based on race, heritage and culture.

Deadline — October 1992

- Increase training and advancement opportunities for Aboriginal employees by asking their co-operation in self-identifying as Aboriginal people in a Bank-wide survey.

Deadline — March 1993

- Improve job enhancement and advancement opportunities for Aboriginal employees by advising all managers that, whenever possible, Aboriginal people should participate in training programs and should be included on candidate lists for promotion.

Deadline — September 1992



PUBLICIZE OUR COMMITMENT

GOAL — Heighten the understanding on the part of Aboriginal people in particular and the public in general of the Bank's commitment to become the employer of choice in every community it serves.

- Reflect Workforce Diversity in corporate advertising and promotional materials.

Deadline — December 1992

- Refine the Corporate and Community Sponsorship criteria to ensure that the Bank continues to support the education and training goals of Aboriginal people.

Deadline — October 1992

MONITOR PROGRESS

GOAL — Measure our progress in hiring and advancing Aboriginal people as we move rapidly toward a workplace that is both diverse and truly equitable.

- Develop a reporting mechanism and measure, on a quarterly basis, Aboriginal recruitment, retention and advancement rates in our communities.

Deadline — January 1993

- Develop a plan for communicating our progress to employees, including the publication of an annual report.

Deadline — November 1993 and annually thereafter



THE TASK FORCE FINDINGS

BARRIERS TO THE EMPLOYMENT OF ABORIGINAL PEOPLE

- No One Said, 'We Want Your Business'
- A Failure to Communicate
- A Lot of History To Be Reckoned With
- Sorry, But Those Jobs Are All Taken
- Facing a Basic Lack of Understanding
- Everybody Isn't Celebrating Diversity

KEY RECOMMENDATIONS

- Achieve Diversity to Achieve Equality
- Build Trust and Respect
- Welcome Aboriginal People

ACTION PLANS

- Set and Meet Hiring Goals
- Keep Up the Momentum
- Increase Awareness
- Broaden Understanding
- Ensure Accountability
- Forge New Relationships
- Level the Playing Field
- Create a Welcoming Environment
- Publicize Our Commitment
- Monitor Progress

TASK FORCE PARTICIPANTS

VICE-CHAIRMAN, PERSONAL AND COMMERCIAL FINANCIAL SERVICES AND EXECUTIVE SPONSOR

Al McNally

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Gilles Jarry, Dean Kriekle, Dennis Mogg, Ernie Morel (Chair)*

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Johanne Totta

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