



The Task Force on the Advancement of Women in the Bank

NOVEMBER 1991

**CANDID
COMMENTS**

"Once a woman reaches middle management, she is told she has done very well – after all, look how far you have come in the Bank (from a teller position to present job). For men, however, the sky is the limit and if they aspire to be SVP, more power to them! If a woman aspires to be SVP, everyone snickers and wonders who she thinks she is!"

Female, Senior Management

"Stereotypes of women need to be changed to allow women to advance. Because they may be mothers does not mean they are not committed."

Male, Senior Management

"Not enough attention is placed on matching educational background, career interest, training needs and job prospects. A formal mentorship/ sponsorship program will likely help in guiding prospective individuals in [their] desired career direction."

Female, Mid-Management

"I have a manager (male) who has allowed me the flexibility to retain my job and grade while working reduced hours to facilitate my children's care. Although this reduction is only a fraction of an FTE, it is seen by my supervisor and some peers as definite lack of commitment and loyalty to career."

Female, Junior Management

"I think that it is about time for the Bank to bring itself up to date concerning child care."

Male, Non-Management

"Measures that help women to deal with their multiple personal demands through increased job flexibility cannot but help men as well. I see this as a 'human' issue rather than a women's or men's issue."

Female, Senior Management

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REPORT TO EMPLOYEES

PRESIDENT'S MESSAGE

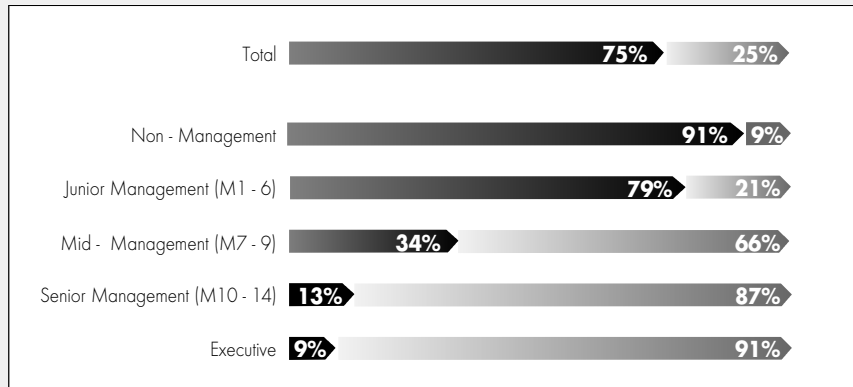
A Report to Employees on How We Will Create a New Balance For Working Women and Men

We are embarking on an adventure, all of us together. It's already exciting and it's going to be rewarding. In our Bank, in the near future, women and men will work and compete and succeed on a fully equal basis.

What you hold in your hands is a report to employees on the outcome of the Task Force on the Advancement of Women in the Bank, which was established a year ago to address the imbalance between women and men at Bank of Montreal. The graph below draws a dramatic picture – women hold 91% of our non-management jobs and only 9% of the executive ones.

The Imbalance of Women and Men in the Bank

Three-quarters of our 28,000 full-time and part-time permanent employees are women, yet only 9% of executives and 13% of senior managers are women. The President asked the Task Force to find ways to correct the imbalance.



■ Women ■ Men

I take little comfort in the fact that, as dismal as our performance has been in achieving equality for women, we are still among the best in the industry. That kind of "best" shouldn't fill any of us with pride.

However, the Task Force was not established just to document the problem we share with the rest of the corporate world. Its mandate was to tell us what to do about our problem. And now we're going to do it. The Action Plans that conclude this report will become our way of life – and, I am confident, will lead the way to a healthy transformation of our industry. This report is the first of the very brisk steps we're taking on the way to our goal.

As you are about to discover (or reconfirm) for yourself, equality is not a "women's issue." It's a management challenge. And once we have finished meeting that challenge, every Banker, woman and man, will benefit from the results. In fact, everyone at Bank of Montreal will benefit as early as 1992, since most of the Action Plans, especially those relating to career enhancement and balancing multiple commitments to work, family, education and community, are as positive for men as for women.

The Task Force members – many thanks to everyone involved – are compelling in their argument that at every stage of implementation, everybody wins. The power of their persuasion has a lot to do with the depth and clarity of their analysis. It also has a lot to do with the fact that they drew their authority directly from you, and all the rest of us here at Bank of Montreal.

While they conferred with 49 other companies and five universities and a number of federal and provincial agencies and attended three conferences on equality, this report, Action Plans included, is based almost completely on what Task Force members heard from employees, both women and men. With the help of outside consultants, the Task Force interviewed 77 individuals and another 200 Bankers in 10 representative groupings. As well, Task Force members absorbed the ideas of another 3,500 Bankers at 185 meetings. In the largest employee opinion survey ever conducted at the Bank, they mailed out more than 15,000 questionnaires to Bank employees, women and men, across North America. They carefully considered the more than 9,500 responses.

And, tapping into summary group data in the Bank's Human Resources Information System, the Task Force assembled a statistical profile that gives us the facts about ourselves – who we really are, and (even more revealing) who we really aren't. In other words, when the Task Force members sat down to tell us our problems, and present us with solutions, they had the facts. They had identified three major barriers to women's advancement.

What we now know, thanks to the Task Force, is that a combination of outdated assumptions and false impressions both underlies and underlines the reason why so few women reach senior levels at the Bank. No matter how wrong they are, those assumptions and impressions have become conventional “wisdom” – severely limiting men’s expectations of what women can achieve and, too often, women’s expectations of themselves.

What we also now know is that the Bank has not provided women with the kind of encouragement, access to opportunities – or even information – they need to achieve their full potential. Complicating this problem is the fact that, while most male Bankers believe women have equal opportunities for advancement, female Bankers don’t see it that way, especially those at more senior levels.

What we also now know is that the Bank needs to keep pace with our society’s changing values. All of us are struggling to find a way to balance all the important things in our lives. However, the Task Force discovered that when employees respond to commitments outside the workplace – to family, education and community – their commitment to career is questioned, and their opportunities for advancement restricted.

Once the Task Force members determined the three major barriers to women’s advancement, their next move became self-evident: find the best ways to remove them. For that they turned to the people who identified these barriers in the first place – Bank of Montreal employees. And from what we said, they developed four key recommendations.

- **Get the facts out.** Bridge the gap between perception and reality about women’s abilities, career interests and commitment.
- **Help employees get ahead.** Provide better and clearer information about – and access to – job options and career-enhancing opportunities.
- **Reduce the stress.** Implement policies to formally support women and men in balancing their multiple commitments to work, family, education and community.
- **Make it official.** Make managers accountable for ongoing dramatic change toward workplace equality in all job families and at all levels at Bank of Montreal.

And now the talk gives way to action. We are in the exciting early days of that dramatic change, striking a new and more natural balance between women and men. In every job family and at every level, the proportion of women and men in the Bank will ultimately reflect the proportion of available women and men in society as a whole. That seems reasonable to me. It seems right.

I don't know – yet – how fast we can make this happen, except as fast as possible. We'll know we're well on our way when we achieve what's known as "proportional representation." What that means, by way of hypothetical example, is that if 52% of the available accountants are women, then 52% of the Bank's accountants should also be women.

For some, I guess, just achieving proportional representation qualifies as "dramatic change." But for me it won't be anything more than the end of the beginning. We won't be stopping there, not even to take a breath. Our ultimate goal is equality, and we'll get there in the Bank of Montreal way – on a course of continuous improvement.

I am committed to that goal, and I have committed the Bank. Equality for women is going to be a guiding principle, an important new part of our working lives – starting now. Our highest priority is to accelerate the flow of women into more senior positions.

I know I can count on you to help us put our Action Plans into practice. Each individual manager's contribution will be measured annually, and the entire Bank's progress will be evaluated quarterly. We can't wait for time, the natural course of events, to make things right. There is no natural course of events, and time has run out. If we couldn't see that before, we can't fail to see it now, thanks to the work of the Task Force.

I am convinced, and I suspect this Report to Employees will convince even the most skeptical among us, that establishing equality for our workforce is not just the right thing to do but the smart thing to do. It makes the best of business sense, especially in a world where balance has become a priority.

The full participation of women in our enterprise is the giant step that will allow us to take the lead in that world. It will make us more creative and more competitive. I know change is hard, and that some of us will find the pace of this change difficult. But we'll get through it. And we'll all be better for it. And the Bank will be better for it. The glass ceiling is now officially smashed. Let's all rise to the occasion.



F. Anthony Comper
President and Chief Operating Officer
November 1991

THE REAL PICTURE

WOMEN AND MEN IN THE BANK

Early Task Force discussions with Bank of Montreal employees revealed several widely held beliefs about why women are so under-represented at senior levels of the Bank.

To discover whether these beliefs were supported or refuted by the facts, the Task Force analyzed all the facts about our 28,000 full-time and part-time permanent employees stored in the Human Resources Information System. The result was a detailed statistical profile of women and men in the Bank.

Why Women and Men Think Women Don't Get Ahead

The Task Force found that employees often mentioned the following five reasons why women are under-represented at senior levels of the Bank.

- Women at the Bank are either too young or too old to compete with men for promotions.
- Women are less committed to their careers because they have babies and leave the Bank while their children are young.
- More women need to be better educated to compete in significant numbers with men.
- Women don't have "the right stuff" to compete effectively with men for more senior jobs.
- Time will take care of women's advancement to senior levels of the Bank.

Perceptions Clash With Reality

By carefully analyzing the statistical profile of women and men at Bank of Montreal, Task Force members learned that none of the five widely held beliefs is based on fact. The next five pages provide a brief look at the real picture at Bank of Montreal today.

“THEY’RE TOO YOUNG OR TOO OLD”

The Perception

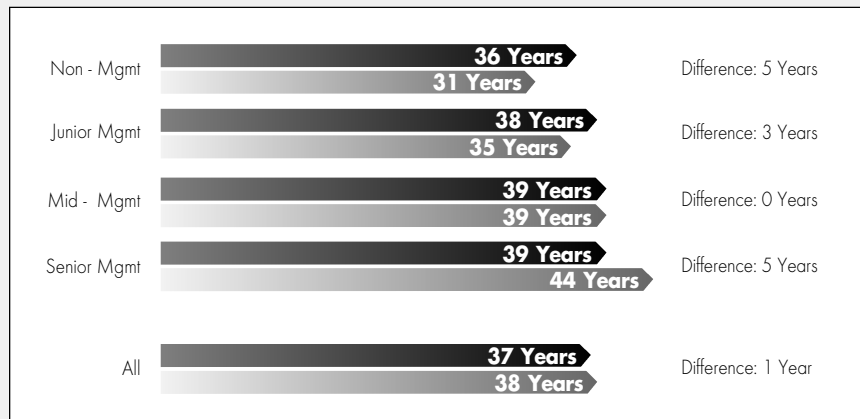
Women at the Bank are either too young or too old to compete with men for promotions.

The Facts

Are Women Significantly Younger or Older Than Men? (Comparison by Average Age)

The average age of women at Bank of Montreal is 37. The average age of men is 38 (both 70% of women and 70% of men are between the ages of 25 and 45). The difference in average age at various grade levels ranges from 0 to 5 years.

■ Women ■ Men



The Reality

Women and men at the Bank are, on average, the same age. At some levels, women on average are somewhat older; at others, men are somewhat older. Age differences do **not** explain the under-representation of women in senior jobs. Besides, we all know age must not determine eligibility for promotion.

“THEY HAVE BABIES AND QUIT”

The Perception

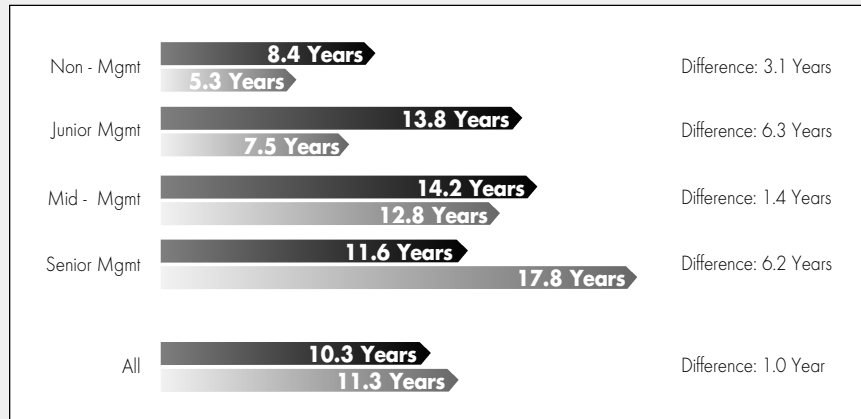
Women are less committed to their careers because they have babies and leave the Bank while their children are young.

The Facts

Do Women Have Shorter Service Records Than Men? (Comparison by Average Time at the Bank)

Women have longer service records than men at all levels except senior management, where their presence is a relatively recent development. The shorter service record of senior women is partly explained by the fact that women have been hired from outside the Bank to be middle and senior managers.

■ Women ■ Men



The Reality

Although women do indeed have babies, they also have longer service records than men at the Bank at every level except senior management. Being a woman does **not** mean reduced commitment.

“THEY JUST NEED MORE EDUCATION”

The Perception

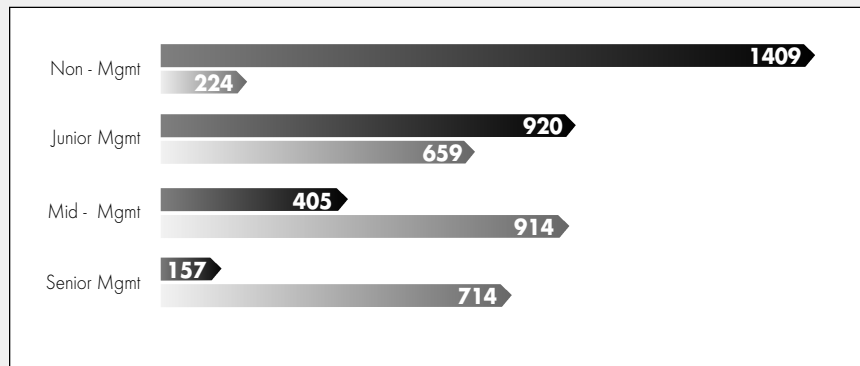
More women need to be better educated to compete in significant numbers with men.

The Facts

Are Women less Educated Than Men? (Number of Employees With University or College Degrees)

At the non-management level, where women predominate, the number of women with degrees (1,409) exceeds the number of men with degrees (224). At the junior management level, where women also predominate, the number of women with degrees (920) also exceeds the number of men with degrees (659).

■ Women ■ Men



The Reality

At the non-management and junior management levels – the prime feeder routes to more senior jobs – more women than men have degrees. Lack of education is **not** a barrier to women’s advancement at the Bank.

“THEY DON’T HAVE THE RIGHT STUFF”

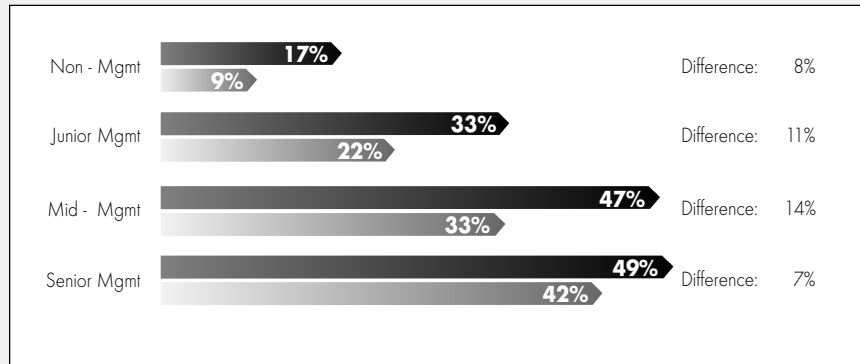
The Perception

Women don’t have the right stuff to compete effectively with men for more senior positions.

The Facts

Are Women Weaker in Job Performance? (Comparison by Scores in the Top Two Performance Tiers)

Higher percentages of women are rated in Bank of Montreal’s top two tiers of performance of all levels.



■ Women ■ Men

The Reality

Based on performance appraisals, women **can** compete successfully for more senior jobs.

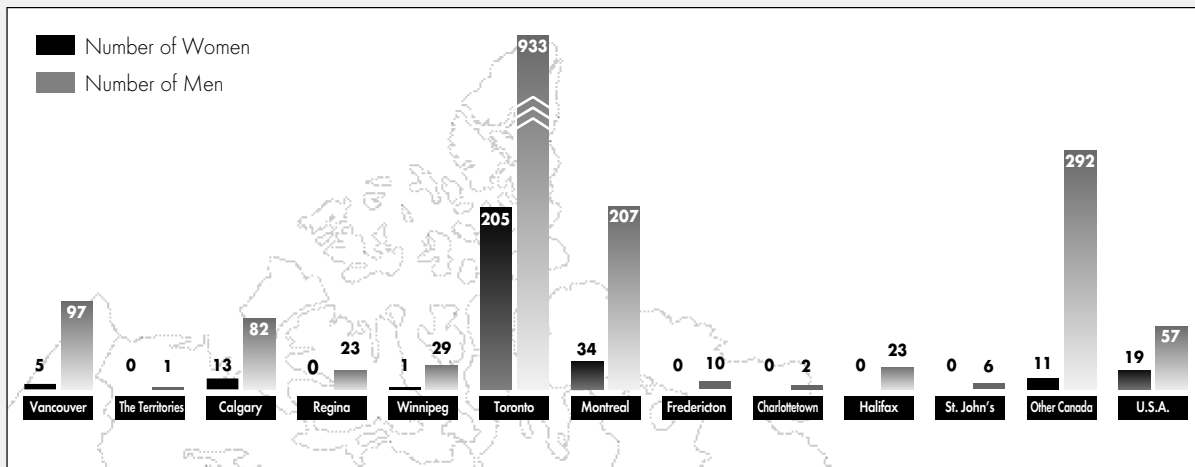
“THEY’LL CATCH UP SOON”

The Perception

Time will take care of the advancement of women to senior jobs at the Bank.

The Facts

Is it Only a Matter of Time Until Women Move Into Senior Positions?



This geographical breakdown of male and female senior managers at Bank of Montreal shows how substantially women are under-represented.

In the past 6 years, the number of senior managers has grown by 33% overall, while the number of female senior managers has grown by 1% per year. **At this rate of change, only 22% of senior managers will be women by the year 2000.**

The number of female executives has grown from the first 3 in 1982 to a total of 19 in 1991. **At this rate of Change, only 18% of executives will be women by the year 2000.**

The Reality

Workplace equality will take a long, long time to achieve if we maintain the status quo. Time is **not** the answer.

WHAT YOU SAID

EMPLOYEE SURVEY RESULTS

Understanding that the best way to pinpoint problems and find solutions is to ask the people directly affected. The Task Force undertook the largest employee opinion survey ever conducted at Bank of Montreal.

Since women's and men's responses to this survey would form the basis for the key Task Force Recommendations and the resulting Action Plans, Task Force members went after as much information as possible.

- They probed women's and men's attitudes, experiences and observations about the status of women and men in the Bank.
- They sought opinions about the career development needs of all employees as well as their needs in balancing multiple commitments to work, family, education and community.
- They asked employees which steps the Bank should take to be more effective in all these areas.
- They encouraged employees to write down any candid comments they considered relevant.

The Task Force asked for a lot. And employees responded. The next eight pages highlight some of the most significant experiences and observations of women and men on the subject of workplace equality.

How the Survey Was Done

In June of this year, the Task Force sent 19-page questionnaires to 15,352 women and men employed by the Bank in North America. The completed questionnaires were returned to a consulting firm, William M. Mercer Limited, which tabulated and interpreted the results for the Task Force on a group basis to ensure confidentiality.

All the percentages in the next eight pages are based on the answers of the 9,578 employees who returned their surveys. The answers are weighted proportionately for representation by gender, grade level and Banking group/region in the total Bank population of 28,000 permanent employees. This allows us to generalize the findings to the Bank population as a whole.

Who Responded

More than 62% of employees who received questionnaires returned them. And many took the time to include in-depth written comments. Of the 9,578 women and men who responded:

- 73% were between the ages of 25 and 45
 - 75% lived with a spouse or partner
 - 47% had children
 - 18% cared for adult dependents
 - 12% were pursuing further education
 - 66% were actively involved in their community
 - 14% were part-time employees
-

OPPORTUNITIES FOR ADVANCEMENT

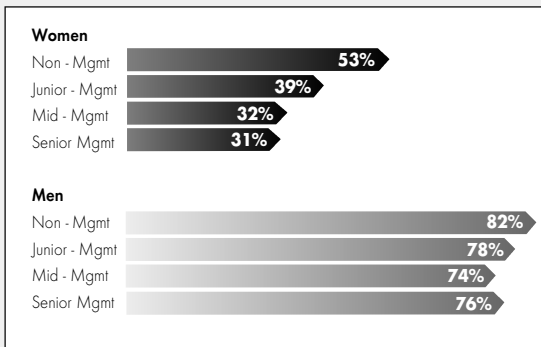
GETTING AHEAD

We Asked You...

Whether women have as many opportunities to advance as men.

You Said...

The percentage of employees who think a woman at Bank of Montreal has as much opportunity to get ahead as a man...



We Discovered...

That women and men experience distinctly different realities about opportunities to get ahead at the Bank. A large majority of men at all levels believe that women have the same opportunities as men to get ahead. Far fewer women (and only 31% of female senior managers) share their optimism.

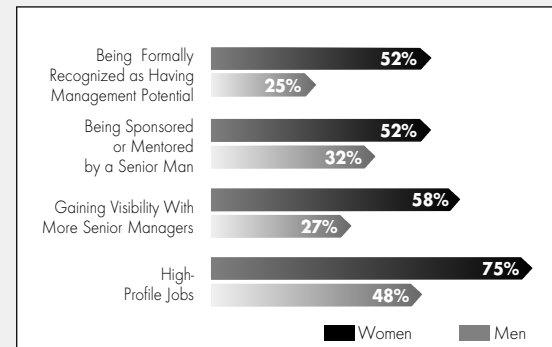
CAREER BOOSTERS

We Asked You...

Whether men have better access to opportunities for career advancement.

You Said...

The percentage of employees who think Bank of Montreal men have better access to...



We Discovered...

That once again, women and men perceive different realities. A majority of women and a minority of men say men have better access to such career development opportunities as gaining visibility with more senior management, being sponsored/mentored by a male senior manager and being formally recognized as having management potential. However, almost half of men agreed that men have better access to high-profile jobs; 75% of women said men have the advantage.

UNDERLYING ASSUMPTIONS

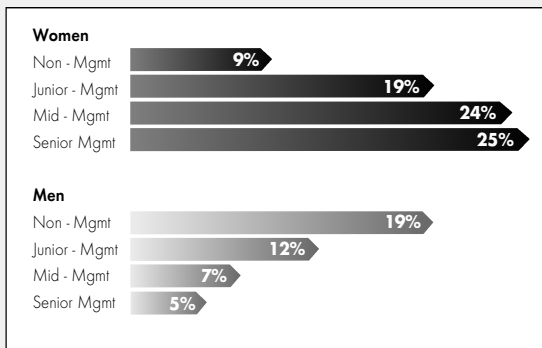
ABILITIES

We Asked You...

Whether some people make assumptions about your abilities because you're female or male.

You Said...

The percentage of Bank of Montreal employees who think that others judge their abilities on the basis of gender...



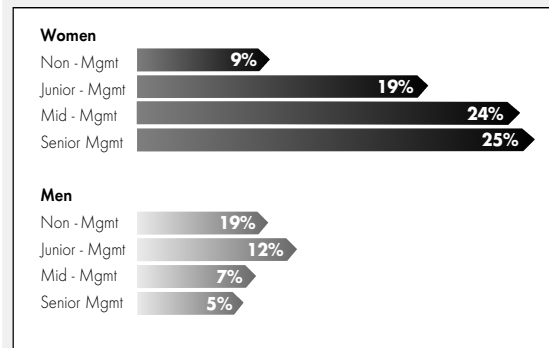
CAREER COMMITMENT

We Asked You...

Whether some people make assumptions about your career commitment or career interests because you're female or male.

You Said...

The percentage of Bank of Montreal employees who think that others judge their career commitment or career interests on the basis of gender...



We Discovered...

That more women than men say they have faced gender-based assumptions about their abilities and career commitment or career interests. This is particularly true for women at more senior levels. While 30% of female senior managers say they encounter assumptions about their commitment because they are women, only 8% of male senior managers say they encounter the same problem.

PREVAILING ATTITUDES

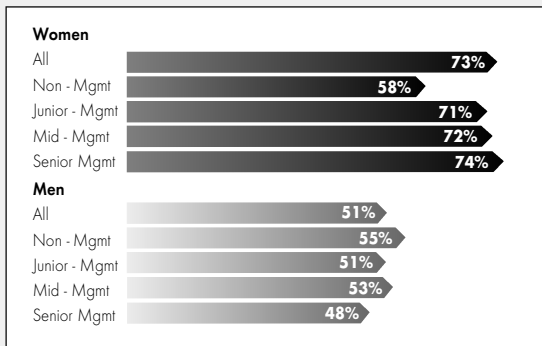
MALE AND FEMALE JOBS

We Asked You...

Whether managers think some jobs at the Bank are for men and others are for women.

You Said...

The percentage of Bank of Montreal employees who think that many managers look on some jobs as "male" and other jobs as "female"...



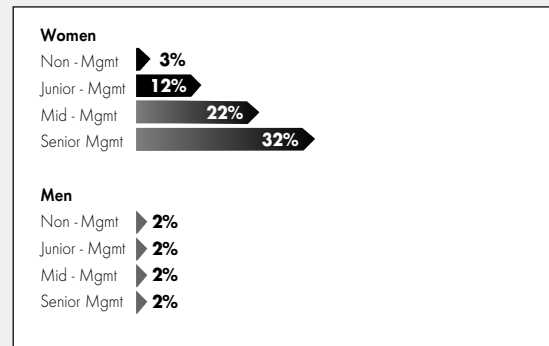
NETWORKING OPPORTUNITIES

We Asked You...

Whether you have felt excluded from business-related social gatherings (e.g. luncheons, dinners, golf games) because you're a woman or man.

You Said...

The percentage of Bank of Montreal employees who have faced restricted access to business-related networking opportunities...



We Discovered...

That while the majority of both women and men say many managers look on some jobs as "male" and others as "female," significantly larger percentages of women feel this way (73% of women compared to 51% of men). One third of female senior managers but only 2% of male senior managers believe they have faced restricted access to business-related networking opportunities because of their gender.

THERE'S LIFE AFTER WORK

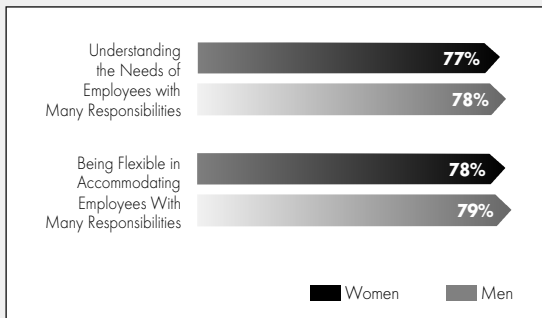
THE BOSS ON BALANCE

We Asked You...

How your supervisor or manager treats employees who are trying to balance multiple commitments to work, family, education and community

You Said...

The percentage of Bank of Montreal employees who think that their supervisor/manager is doing a good job in...



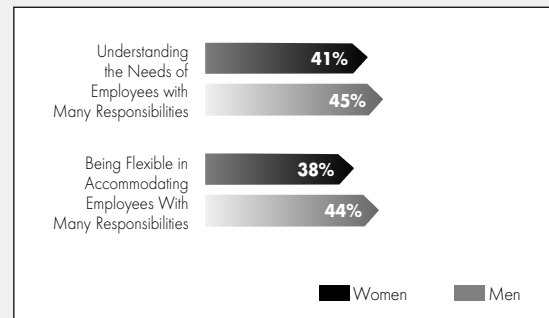
THE BANK ON BALANCE

We Asked You...

To rate the Bank's treatment of employees with multiple commitments.

You Said...

The Percentage of Bank of Montreal employees who think the Bank Is doing a good job in ...



We Discovered...

That most women and men say their supervisor or manager understands and tries to help them balance their many commitments, but they tend to view this flexible behaviour as individual and not supported by the Bank.

BALANCING MULTIPLE COMMITMENTS

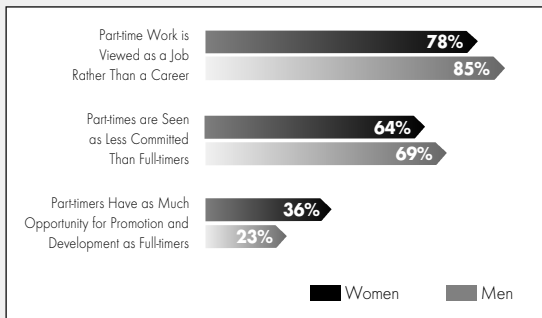
PART-TIME WORK PERCEPTIONS

We Asked You...

How people who work part-time are perceived in the Bank.

You Said...

The percentage of Bank of Montreal employees who agree with the following statements...



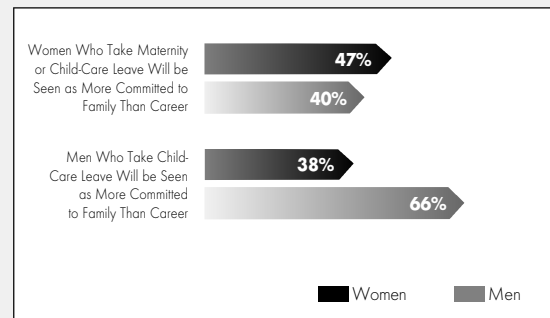
CAREERS AND CHILDREN

We Asked You...

How people who take maternity or child-care leave are perceived.

You Said...

The percentage of Bank of Montreal employees who agree with the following statements...



We Discovered...

That employees believe both women and men who take maternity or child-care leaves of absence or who work part-time will be considered less committed to their careers.

MOVING UP, MOVING ON

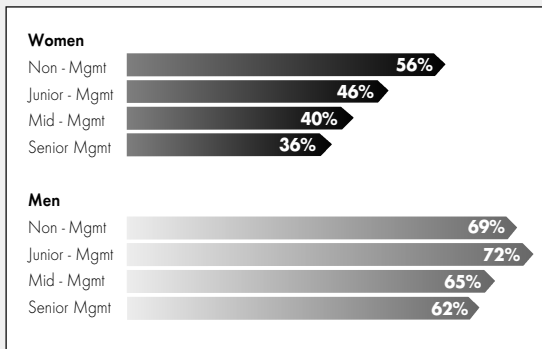
TOP ROLE MODELS

We Asked You...

Whether executives are good role models of support for equal opportunity for women.

You Said...

The percentage of Bank of Montreal employees who agree that executives are good role models...



We Discovered...

That the higher women climb in the ranks, the less likely they are to think that executives are good role models of support for equal opportunity for women.

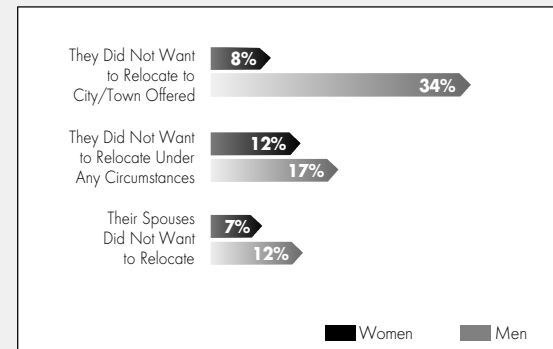
THE RELOCATION CHALLENGE

We Asked You...

Whether those of you who turned down a promotion did so because you had to move to get it.

You Said...

The percentage of those Bank of Montreal employees who turned down a promotion offer because...



We Discovered...

That relocation is a challenge for both women and men. While 58% of employees say willingness to relocate is a key requirement for advancement, 8% of the women and 34% of the men who have turned down a promotion did so because they did not want to relocate to the city or town offered. (The female percentage may be lower because women may have been offered fewer promotions that required relocation.) Employees' willingness to relocate is influenced more and more by the new demands of dual-career families, the increasing need to care for adult dependents and heightened expectations for quality of life.

MANDATE FOR CHANGE

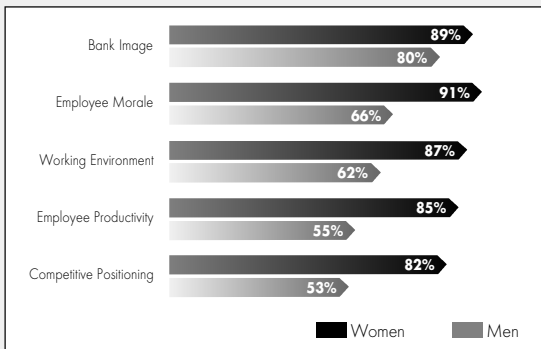
BENEFITS TO THE BANK

We Asked You...

How the Bank's promotion of equality for women would affect the Bank.

You Said...

The percentage of Bank of Montreal employees who think the bank's focus on the advancement of women will result in improved...



We Discovered...

That employees see many benefits arising from the Bank's focus on promoting equality for women. Large majorities of both women and men believe that women's job satisfaction and career expectations would improve, as would the Bank's success in recruiting and retaining women. They also agreed that the Bank would benefit in a number of other ways, as shown in the graph above.

CAREER BOOSTERS

We Asked You...

To select from a list of 22 options the one that would most benefit you personally over the next three years.

You Said...

Employees' top choices of steps Bank of Montreal could take that would benefit them personally...

Level	Women	Men
Non-Mgmt	Cross-training	Cross-training
Junior-Mgmt	Internal Posting of Management Vacancies	Internal Posting of Management Vacancies
Mid-Mgmt	Internal Posting of Management Vacancies	Internal Posting of Management Vacancies
Senior Mgmt	Formal Mentorship/Sponsorship Program	Internal Posting of Management Vacancies

We Discovered...

That men's top choices for personal benefit were strikingly similar to women's. That's just one reason the Action Plans beginning on page 22 will meet the needs of men as well as women.

MANDATE FOR CHANGE

ADVANCING WOMEN

We Asked You...

To select from a list of 22 options those that would be most effective in promoting and developing women.

You Said...

Women and men selected, as their top choices, the following steps Bank of Montreal could take to advance women (in overall order of preference):

- Provide Training in People Development Skills
- Post Management Vacancies Internally
- Provide Cross-Training Between Departments
- Formally Identify and Notify High-Potential Employees
- Provide Specialized Training for Women

ACHIEVING BALANCE

We Asked You...

To select from a list of 22 options those that would help employees balance multiple commitments to work, family, education and community.

You Said...

Women and men selected, as their top choices, the following policies Bank of Montreal could support to help employees achieve balance in their lives (in overall order of preference):

- Flexible Work Hours
- Child-Care Assistance
- Time Off to Care for Sick Dependents
- Job Sharing
- Better Support to Units During Maternity/Child-Care/Elder-Care leave

We're Paying Attention

The Action Plans beginning on page 22 are based on your comments.

WHAT HAPPENS NOW

KEY TASK FORCE RECOMMENDATIONS

- **Get the facts out.**

Bridge the gap between perception and reality about women's abilities, career interests and commitment.

- **Help employees get ahead.**

Provide better and clearer information about – and access to – job options and career-enhancing opportunities.

- **Reduce the stress.**

Implement policies to formally support women and men in balancing their multiple commitments to work, family, education and community.

- **Make it official.**

Make managers accountable for ongoing dramatic change toward workplace equality in all job families and at all levels at Bank of Montreal.

ACTION PLANS

In response to the recommendations of the Task Force on the Advancement of Women, Tony Comper, President and Chief Operating Officer, is committing the Bank to dramatic and systematic change to achieve equality in the workplace. In every job family and at every level, the proportion of women and men in the Bank will reflect the proportion of available women and men in society as a whole. He endorses the following Action Plans, which will be up and running no later than the end of 1992.

KEEP UP THE MOMENTUM

GOAL: Provide a focus for ongoing leadership, advocacy, accountability and support for the development and promotion of women and make sure workplace equality remains a vital part of the Corporate Strategic Plan.

- Appoint a Vice-President, Workplace Equality, who will have the clear mandate to ensure that the Bank completes its Action Plans and reaches related goals on schedule.

DEADLINE: January 1992

- Establish an Advisory Council on the Equitable Workplace, to develop and support ongoing activities related to equality, both in the Bank and in the communities we serve.

DEADLINE: January 1992

- Establish Regional Advisory Councils on the Equitable Workplace to provide leadership and networking at the local level.

DEADLINE: January 1992

INCREASE AWARENESS

GOAL: Bridge the gap between perception and reality about women's abilities, career interests and commitment.

- Communicate to every employee the Task Force's most significant findings about women and men in the Bank. And outline the plans the Bank is putting into action.

DEADLINE: December 1991

- Hold training sessions – starting at the executive level – to increase awareness of how traditional attitudes and behaviours create barriers to the development and promotion of women.

DEADLINE: Sessions begin February 1992

DEVELOP PEOPLE SKILLS

GOAL: Enhance the people development skills that are necessary to create a work environment in which both women and men can and will succeed.

- Train managers to provide a new style of leadership, emphasizing teamwork and coaching to help employees reach their full potential.

DEADLINE: Training courses were developed in 1991; sessions begin January 1992

PUBLICIZE JOB OPPORTUNITIES

GOAL: Provide a Bank-wide exchange of information about all management vacancies at every level, clearing the way for employees to take charge of their own careers.

- Set up, in selected locations, a pilot of a job vacancy notification system to serve all Banking Groups for grade levels M3-M14.

DEADLINE: April 1992

- Follow the pilot system with a Bank-wide job vacancy notification system or all management levels and job families.

DEADLINE: Upon completion of the pilot test of the system in 1992

- Designate job information counsellors with whom employees can objectively discuss their suitability for particular jobs.

DEADLINE: April 1992

ACTION PLANS

HIGHLIGHT PERSONAL POTENTIAL

GOAL: Enable all employees to take charge of their own careers by providing formal opportunities for meaningful discussions with managers about their goals, aspirations and potential.

The new Performance Planning and Review (PPR) program supports this goal by providing the training, materials and mechanisms for employees to initiate discussions and for managers to respond appropriately. Specifically, the PPR program will:

- Train managers in coaching skills so that they will be better equipped to discuss with employees their goals and aspirations as well as give them meaningful feedback about their potential for the jobs they want.
DEADLINE: Training courses were developed in 1991; sessions begin January 1992.
- Provide employees with the opportunities and materials to record their interests, goals and the jobs that interest them in preparation for PPR discussions with their managers.
DEADLINE: January 1992

EXPAND CAREER OPPORTUNITIES

GOAL: Provide more specific programs to help employees enhance or advance their careers.

- Reinforce cross-training exchanges for all employees as a priority for career development.
DEADLINE: January 1992
- Implement a job-enrichment training program for Tellers and Customer Service Representatives.
DEADLINE: February 1992

- Increase the participation rate of women in the Bank's commercial credit training program.
DEADLINE: January 1992
- Establish Executive Advisor program, starting with a pilot that provides senior managers with the opportunity to share ideas with executives in an informal setting, learn more about other Banking Groups, and ask executives' advice, particularly about career options.
DEADLINE: April 1992
- Ensure 50% representation of women in the Commercial Banking Officer training program and the Management Development Program.
DEADLINE: Starting in January 1992

FORMALIZE FLEXIBLE WORK

GOAL: Implement policies and benefits programs that formally support employees who are balancing multiple commitment to work, family, education and community.

- Publish a Human Resources Policy to support flexible work arrangements such as the following: compressed work weeks (e.g. five days' work in three); job sharing (two people sharing one position); part-time management jobs; telecommuting (e.g. working from home via computer); opportunities for women to phase in their return to work after maternity leave.
DEADLINE: Starting in February 1992
- Prepare and distribute Bank-wide "how to" booklets that explain to all employees which flexible work options are best where, how and for whom.
DEADLINE: October 1992

ACTION PLANS

CREATE PEOPLE CARE DAYS

GOAL: Endorse in a formal Human Resources Policy the practice of giving time off to employees who are balancing multiple commitments to work, family, education and community.

- Publish a detailed new Human Resources Policy on People Care Days – People Care...about work, family, education and community – where managers give employees special time off to help in balancing multiple commitments.

DEADLINE: April 1992

REDUCE CHILD CARE STRESS

GOAL: Provide expert information and advice to employees who need child care services, both ongoing and emergency, to reduce the stress of balancing responsibilities to children and work.

- Establish a comprehensive referral service to help Employees find child care providers in their own communities across Canada, and make it readily available to all employees 24 hours a day.

DEADLINE: November 1991

ENDORSE LEAVES OF ABSENCE

GOAL: Respond to emerging employee needs for extended time off.

- Update the Human Resources Policy to emphasize support for leaves of absence of up to two years.

DEADLINE: August 1992

SET GOALS AND MONITOR PROGRESS

GOAL: Measure our progress in achieving a balance of women and men in all job families and at all levels of the Bank – particularly at more senior levels, where the imbalance is most conspicuous.

- Ask managers to set goals and devise Action Plans for the development, promotion and hiring of women. These goals – flexible targets, not rigid quotas – will focus the Bank's efforts and become the measure of our success.

DEADLINE: Starting in April 1992, as part of the Business Plan process for the fiscal 1993 budget

- Monitor the rate of women's advancement in key managerial and specialty roles, including Community Area Managers and commercial lending and credit jobs.

DEADLINE: April 1992 and quarterly thereafter

- Establish accountability at senior levels and throughout management by updating the Performance Planning and Review Summary to include specific references to the employee's track record as a leader in workplace equality.

DEADLINE: November 1991

- Measure on a quarterly basis, the Bank's systematic progress in advancing women. Publish an annual report for employees, customers, directors and shareholders outlining the progress the Bank has made toward workplace equality. Include an update on how employees are responding to all the changes.

DEADLINE: First Annual Report to be published by the Advisory Council on the Equitable Workplace, November 1992

- Publicize and applaud milestone achievements as we advance toward equality in our workplace.

DEADLINE: First Milestone Announcements, February 1992

**CANDID
COMMENTS**

"I am not against women being promoted in the Bank but I have seen many cases and recently where women push to be Branch Managers (and will go to many lengths to get the training). Then they plan to get pregnant, take maternity leave and it goes on and on. I guess I am from the old school where women have their place in the home during their child-bearing years."

Female, Junior Management

"Women tend to get excluded from 'going to lunch' groups, 'going for coffee' groups and 'drinks and dinner in the evenings and weekends' groups. These tend to be organized by men who feel comfortable with each other. When these groups get together, business is discussed, so women automatically miss out on useful and, at times, important information. Often 'the boss' is included or organizes the groups."

Female, Junior Management

"Another problem I find both for myself and my subordinates is a lack of knowledge about what jobs are available within the Bank. While the career development program is good in its place, it is not effective if you don't know what jobs there are to aspire to."

Female, Mid-Management

"As a coach for boys and girls, I must frequently leave work promptly at 5pm. In doing so, I feel a personal pressure that this is being regarded as a sign of a lack of commitment to the job, and as such feel that this will impact my opportunity for advancement."

Male, Senior Management

"Being a municipal official... I feel it is a positive move for the Bank to be interested in the communities around them. [However] how can the Bank say they are supporting employees who take the steps to be involved, when, on the other hand, they make the employee feel it's not the right thing to do?"

Female, Non-Management

"Many years ago my wife and I were the same grade. Now she is a clerk and I am in management. She chose family... wouldn't it be nice if that choice had not cost her a career. I have daughters. Please fix the problem."

Male, Senior Management

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