

**The Effect of Information Technologies on Aboriginal
Employment in the Airlines and Banking Sectors**

**Manitoba Research Alliance on CED in the New Economy
Stream #1: Project #3**

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1.0 Banking and Airlines Context

1.1 Structural change in the banking and airline industries

Both the banking and airlines industries are experiencing periods of significant structural change. Since these sectors are service-based, companies have come to rely increasingly on information technologies in order to remain competitive and to grow. Moreover, both industries were affected by changes in government regulation in recent years. These factors, among others, have affected employment opportunities for designated and non-designated groups alike. The following tables demonstrate net changes in employment in the banking and airlines industries since the late 1990s:

Bank Employment	1997	1998	1999	2000	2001	2002
Manitoba	6,665	6,200	6,370	6,395	6,090	5,960
Canada	221,400	222,200	222,000	235,600	239,600	239,500

(Canadian Bankers Association)

Airlines Employment	1998	1999	2000	2001	2002
Canada	53,225	52,083	44,896	51,338	54,443

(HRDC Employment Equity Act Annual Reports)

Between 1997 and 2002, there has been a net loss of 705 workers in Manitoba in banking, or equally, a 10.6% decline. Across Canada, 18,100 banking jobs were gained. Airlines employment has remained basically static over this period, since there has been a net gain of 1,218 jobs (an increase of 2.3%) in the number of airlines workers nationally.

1.1.1 Banking

The federal government has been barring against the merging of Canada's major banks for a number of years, which would adversely affect designated groups by reducing employment opportunities in the (federally regulated) banking sector. The report of the Task Force on Financial Services of 1998, commonly known as the MacKay report, recommended increasing inter-bank competition and also banks' competitive position

vis-à-vis other financial institutions.¹ On the basis of this report, the federal government created strict conditions for bank mergers in June, 1999, thus not approving proposed mergers between the Bank of Montreal and Royal Bank, and between CIBC and Toronto Dominion.² However, a take-over of Canada Trust by Toronto Dominion in 2000 was allowed because the former was not under the same restrictions as the banks, thereby resulting in some streamlining of the combined workforce.³

In June of 2000 the Department of Finance tabled Bill C-38, which created a “formal process for the government to review proposed mergers between major banks.”⁴ The inability to merge caused the banks to choose “internal restructuring and cost-cutting measures as an alternative to facing international competition”.⁵ In particular, Bank of Montreal announced its plans in 2000 to cut 1,450 jobs and to close approximately 10% of its Canadian branches; meanwhile, Royal Bank chose to reduce its costs by \$400 million through measures such as the consolidation of administrative and back-office functions, and CIBC announced it would reduce costs by \$500 million over the succeeding year and a half.⁶ After its merger in 2000, TD closed 275 of its combined branches and cut 4,900 jobs, or 10% of its workforce. Furthermore, hiring was frozen, upper management was consolidated, and several executive jobs were eliminated.⁷ It was estimated that in the year 2000, there were 2,700 Canadian communities with no banking services.⁸

¹ 1999 Employment Equity Act Annual Report. Ottawa: HRDC, 2000. p 13.

² 2000 Employment Equity Act Annual Report. Ottawa: HRDC, 2001, p 8.

³ Ibid., p 8.

⁴ 2001 Employment Equity Act Annual Report. Ottawa: HRDC, 2002, p 11.

⁵ 2000 Employment Equity Act Annual Report. p 7.

⁶ Ibid., p 7.

⁷ 2001 Employment Equity Act Annual Report, p 10.

⁸ Ibid., p 11.

New financial legislation was introduced in 2001, wherein financial institutions, insurance companies, securities dealers, and certain retail stores and money market mutual funds were allowed to offer basic financial services. This effort was meant to assist communities too small to attract the services of a major bank,⁹ and to make bank mergers more acceptable. This modification in the regulatory environment was welcome to Canadian banks, since they sought to reduce costs and become more competitive internationally.¹⁰

In 2002, renewed efforts to merge between BMO and Royal Bank and between TD and CIBC were again rejected by the federal government. Nonetheless, a Senate Finance Committee report of 2002 advised that bank mergers could be beneficial to the economy,¹¹ which suggests that future attempts at consolidation may actually come to fruition. In 2003, CIBC cut 1,500 jobs which were mostly in operations and technology, and also planned to cut retail jobs through attrition.¹²

New technologies in banking have also affected employment opportunities within this sector. In 1999, HRDC observed that “telephone banking ... will greatly affect the skills and expertise that this industry will be demanding from its employees in the future.”¹³ Telephone banking had a positive effect on employment in 1999, as CIBC announced a \$15.1 million investment in its call centres, which was expected to add 175 jobs in 1998 and 1999.¹⁴ With respect to internet banking, all Canadian banks offered online services by 2000, which was facilitated by partnerships with internet providers or

⁹ 2002 Employment Equity Act Annual Report. Ottawa: HRDC, 2003. p. 14.

¹⁰ Ibid., p 15.

¹¹ 2003 Employment Equity Act Annual Report. Ottawa: HRDC, 2004, p14.

¹² 2004 Employment Equity Act Annual Report. Ottawa: HRDC, 2005, p. 14.

¹³ 1999 Employment Equity Act Annual Report, p 13.

¹⁴ Ibid., p 13.

by takeovers of web-based businesses.¹⁵ What's more, surveys showed that the proportion of Canadians using on-line banking doubled from 10% to 20% between 1999 and 2000, and that Canadians are the world's most frequent users of AMBs and debit cards.¹⁶ Wireless banking further revolutionized the industry in 2000 by enabling Canadians to conduct financial transactions nearly anywhere.¹⁷

1.1.2 Airlines

Just as in the banking sector, the air transport industry has experienced significant restructuring as a result of mergers and acquisitions. Air Canada ended its affiliation with Air Alliance in 1999, and the latter merged operations with Air Nova shortly thereafter.¹⁸ Air Canada took over Canadian Airlines in the same year, resulting in its domination of 80% of the domestic air travel market; throughout the 1990s the number of Canadian national airlines had decreased from 7 to 1.¹⁹ While other domestic air carriers such as WestJet Airlines, CanJet, Skyservice, and RootsAir expanded their services in 2000, Air Canada announced plans to cut 3,500 jobs due to fuel costs and economic conditions.²⁰

2001 was even more devastating to the air transport industry, due to a slowing economy and the events on 9/11. Air Canada, whose market share had declined to 65% by July of 2001, sought to improve efficiency by eliminating routes serving regional markets and serving lay-off notices to 1,280 employees.²¹ After September 11, the company planned to ground 84 planes and cut 6,000 jobs, although agreements with

¹⁵ 2001 Employment Equity Act Annual Report, p 11.

¹⁶ Ibid., p 11.

¹⁷ Ibid., p 11.

¹⁸ 1999 Employment Equity Act Annual Report, p 14.

¹⁹ 2000 Employment Equity Act Annual Report, p 9.

²⁰ 2001 Employment Equity Act Annual Report, p 12.

²¹ 2002 Employment Equity Act Annual Report, p 18.

unions prevented the loss of a further 3,074 positions. Other Canadian air carriers who suffered job losses in 2001 were Air Transat, which announced 1,300 layoffs after 9/11, and Canada 3000, which went bankrupt in November. As a result, Air Canada regained its previous market share of 80%.^{22;23}

Air Canada's performance improved in 2002. The company avoided the majority of 12,500 planned job cuts through job-sharing programs, and rehired hundreds of laid-off employees. Including those at the affiliated Tango and Jazz carriers, the company had 38,000 employees in 2002. Furthermore, plans to combine its four regional air carriers into the new Air Jazz were announced. Another airline launched in 2002 was a new charter service in western Canada offered by HMY Airways and Canada West Aviation. In terms of expansion, WestJet, CanJet, and JetsGo continued to increase their regional presence.²⁴

Another aspect of industry restructuring in 2002 was a renewed competitive focus on cost, rather than comfort. As such, Air Canada created Tango Airlines and Air Zip to compete with other low-cost domestic carriers.²⁵ At the same time that 1,300 Air Canada workers were temporarily laid off, lower-paid workers were being hired for Air Zip. In addition, Jazz Airlines announced 500 job cuts, as well as cuts to routes and services. The competitive environment was further reinvigorated in 2002 with the elimination of rules designating a single Canadian carrier to serve most scheduled international routes by the Department of Transport. Moreover, Canada and the US reopened the "open sky"

²² 2002 Employment Equity Act Annual Report, p 19.

²³ HRDC notes that the Air Transport Association of Canada advised in 2001 that women and Aboriginal peoples may be an untapped labour pool for pilots; at this point, Canadian airlines expressed that the number of pilots in the industry had to be increased by 60% over the next three years to prevent a shortage. Also mentioned is the prohibitive cost of pilot training - \$30,000 to \$50,000 – which may explain why few individuals are attracted to the profession.

²⁴ 2003 Employment Equity Act Annual Report, p 20.

²⁵ Ibid., p 20.

talks, which would allow airlines from one country to offer domestic flights within the other.²⁶

A number of factors, such as the Iraq War, SARS outbreak, and rising cost of fuel, created an economic environment in 2003 which was unfavourable to the air transport sector. According to HRDC, “employment opportunities and turnover rates remain well below normal access to the industry,” which “has a direct impact on job opportunities for designated groups and on employment equity data.”²⁷ Air Canada filed for bankruptcy in April and considerably reduced its workforce, although it retained a 70% share of the domestic market.²⁸ Specifically, the company announced its plans to layoff a total of 11,400 employees in addition to 16,000 layoffs resulting from its merger with Canadian Airlines, while also requesting a 27% reduction in wages from its unions. With respect to other carriers, both WestJet and JetsGo were experiencing significant positive growth, while Air Transat announced 500 layoffs in May.²⁹

The spring of 2005 was a tumultuous time for Manitoba-based air carriers. In February, the operator certificate for Skyward Aviation was suspended by Transport Canada, after an audit revealed “safety deficiencies”.³⁰ The following month, Perimeter Aviation purchased the Skyward terminal in Thompson, MB, as well as its hanger in Rankin Inlet and its fuel farms in the Garden Hill and Shamattawa communities, thereby greatly expanding its operations.³¹ According to the official Skyward Aviation website³²,

²⁶ 2003 Employment Equity Act Annual Report, p 21.

²⁷ 2004 Employment Equity Act Annual Report, p 15.

²⁸ Ibid., p 15.

²⁹ Ibid., p 16.

³⁰ “Skyward Aviation grounded.” Winnipeg: CBC News Manitoba, February 1, 2005.
http://winnipeg.cbc.ca/regional/servlet/View?filename=mb_skyward-aviation-20050201

³¹ “Perimeter buys Skyward assets.” Winnipeg: CBC News Manitoba, March 31, 2005.
http://winnipeg.cbc.ca/regional/servlet/View?filename=mb_perimeter20050331

³² <http://www.skyward.mb.ca/>

the company was placed in receivership by court order on April 1, 2005. The website also states that “as of April 1, 2005, the airline will completely cease operations and efforts to regain Transport Canada certification.” It should be noted that these events occurred after interviews with two Skyward Aviation representatives were conducted for this report. As such, interview results and other data pertaining to the company are included in the analysis below.

1.2 New Technologies in Banking and Air Transport

1.2.1 Banking

The 1980s and 1990s witnessed a period of rapid restructuring in the banking industry, due in no small part to technological innovation. The introduction of ATMs and back-office processing technologies dramatically decreased the costs associated with handling and processing transactions, new software increased the ability of banks to manage customer databases, and telephone and computer banking emerged as alternative means of providing financial services.³³ By 2002, a study had found that Depository and Nondepository Financial Institutions, an economic category in which banking is a significant component, is the most IT-intensive industry in the US when measuring the ratio of computer equipment and software to value added.³⁴

The technologies used in the banking industry can be classified into one of two categories. That is, banks’ use of IT encompasses both “front-office” and “back-office” services, where “front-office” services are those in which banks deal directly with customers (e.g. internet banking), and “back-office” refers to operations that are generally invisible to the customer (e.g. information exchanges between banks and other

³³ (Hunter et al. 2001, p 405)

³⁴ (Triplett and Bosworth, 2002 in Berger 2003, p141).

creditors).³⁵ With respect to the latter category, the following citation explains how banking is conducive to the intense use of technologies by virtue of its dependence on complex analyses of information for decision-making:

Banks are significant users of financial technologies that employ economic and statistical models to create and value new securities, estimate return distributions, and make portfolio decision based on financial data... These financial technologies often depend heavily on the use of IT to collect, process, and disseminate the data, as well as on economic and statistical models to evaluate the data.³⁶

Front-office banking technologies, which include ATMs, telephone banking, electronic funds transfers, and online banking among others, are attractive for banks due to their cost efficiency relative to traditional retail services. For example, business and financial institutions incur a cost of \$0.30 to \$0.50 for an average electronic bill, compared to \$0.60 to \$1.50 for traditional paper billing;³⁷ with respect to phone banking, the average cost of a phone transaction is 40% of its cost inside a bank branch.³⁸ As banks continue to replace traditional services with front-office technologies in order to remain competitive, consumers will have no choice but to embrace the information-technology revolution.

Banking by touchtone telephone is not a recent innovation, but it has progressed in recent years due to advances in computer technology. For example, software which alerts service representatives of sale opportunities once a customer's profile appears on their computer screens has been developed, allowing banks to use their phone centers to cross-sell financial products.³⁹ In addition, a screen phone that allows customers to

³⁵ (Berger 2003, p 146, 151)

³⁶ (Berger 2003, p 142).

³⁷ Monetary figures in US dollars.

³⁸ (Kolodinsky et al. 2000, p180)

³⁹ (Radecki et al. 1997, p68)

observe financial transactions has been developed.⁴⁰ Telephone banking is an attractive alternative to traditional service models for banks because of its cost efficiency. That is, the cost of an automated telephone transaction was estimated to be \$0.35, while the cost of a telephone transaction handled by personnel at a telephone banking centre is \$1.82^{41;42}. Thus, telephone banking technologies allow banks to cut costs by reducing branch and sales staff, and also by streamlining customers performing routine transactions towards automated telephone lines.

Similar to call centers, ATMs have been replacing traditional retail services in the banking industry for a number of years. Specifically, the first ATM appeared in the state of Georgia in 1971, and by 1995 there were 123,000 ATM terminals across the US.⁴³ In recent years there have been several advances in ATM technology designed to increase customers' sense of security and the convenience of these machines. These innovations include the ability to dispense cash in any amount desired, scanners which print images of deposited cheques, preprogramming of personalized messages, and automated loan dispensing (ALM machines) which can accept loan applications, run credit history checks, and issue cheques.⁴⁴ The financial reasons for banks' increasing reliance on ATM technology are quite strong. That is, a teller transaction is estimated to cost \$1.07, as compared to \$0.27 for an ATM transaction, and banks can earn revenues from various service charges such as customers' use ATMs outside their bank's own system.⁴⁵

⁴⁰ (Morisi 1996, p32).

⁴¹ Monetary figures in US dollars.

⁴² (Morisi 1996, p31, 32)

⁴³ (Morisi 1996, p31)

⁴⁴ (Radecki et al. 1997, p68)

⁴⁵ (Morisi 1996, p31).

Banks offer varying levels of services via the internet. While some offer transactional websites which offer services such as accessing accounts, transferring funds, or applying for a loan, others offer only corporate information and do not allow for on-line transactions.⁴⁶ By the end of 2000, 37.3% of national banks in the US offered transactional internet sites, the majority of which were set up since early 1998, and an additional 27.7% offered information websites.⁴⁷ It is worth noting that transactional websites are accessible to small banks despite the scale economies involved, since they may outsource operations to companies which specialize in this area.⁴⁸ Moreover, banks may also include marketing information on their websites, thereby using them as a low-cost form of advertising.

Electronic payment technologies have also contributed to the rapidly changing nature of the banking industry. It has been estimated that the number of cheques paid in the U.S. declined at an average annual rate of 3.0% between 1995 and 2000, while credit card payments and debit card transactions grew at average annual rates of 7.3% and 35.6%, respectively, over the same period.⁴⁹ It is likely that consumers have switched their bill payment method from paper to electronic as a result of IT advances, which have reduced the associated costs and increased the facility of making payments electronically.⁵⁰

The Automated Clearing House (ACH), established in 1972 in the US, provides a clear example of the industry shift towards electronic payment methods. This system, whose Canadian equivalent is the Automated Clearing Settlement System (established in

⁴⁶ (Berger 2003, p147)

⁴⁷ (Furst, Lang, and Nolle 2001, 2002 in Berger 2003, p148)

⁴⁸ (Berger 2003, p149)

⁴⁹ (Berger 2003, p150)

⁵⁰ (Ibid.)

1984), “is primarily a substitute for paper checks for regular payments, such as direct deposit of pay, withdrawal of monthly mortgage payments, etc”.⁵¹ Essentially, ACH clears and settles transactions between banks, thereby eliminating the need for bilateral relationships between financial institutions.⁵² ACH transactions are also more cost-efficient for corporations than paper cheques; the cost of handling of an ACH payment is 5 cents, compared to 14 cents for a cheque mailed by a consumer to the company’s bank.⁵³ As such, the volume of ACH payments processed by the Federal Reserve increased at an annual rate of 14.2% between 1990 and 2000.⁵⁴

The Canadian Payments Associate is leading a cheque imaging initiative which would further revolutionize the payments system.⁵⁵ Known formally as the Truncation and Electronic Cheque Presentment, the initiative is intended to be implemented nationally by the end of 2006. The process of writing and depositing cheques would remain unchanged for consumers, but the processing of cheques would be made more efficient. That is, data captured by digital imaging would be transferred electronically, rather than physically, to the cheque writer’s drawee institution (i.e. their clearing agent). In this way, the drawee institution will rapidly reduce the time necessary to decide whether or not the individual’s cheque can be honoured. Rather than returning physical cheques to customers, financial institutions are anticipated to offer some form of “image statement” as well as on-line access to cheque images, or CD-ROM packages to business customers writing large numbers of cheques.

⁵¹ (Berger 2003, p150)

⁵² (Craig and Hueter 1998)

⁵³ (Ibid.)

⁵⁴ (Berger 2003, p150)

⁵⁵ The following information on the Canadian Payments Association initiative is sourced from: “Cheque Imaging in Canada: A Change whose Time has Come”. Ottawa: Canadian Payments Association, January 6, 2004. http://www.cdnpay.ca/publications/pdfs_publications/imaging.pdf.

This cheque-clearing initiative is already underway in the four western provinces, wherein images of almost all cheques drawn at credit unions are provided to customers post-clearing. Specifically, 1.5 million business and consumer customers in western Canada currently receive cheque image statements. Further, internet image archives receive approximately 9,000 to 10,000 visits daily. In the US, the Check 21 bill was signed in 2003, allowing electronic images to be used for settling payments between banks. Major IT changes are expected, such as branch-based scanning systems, new data repositories, and automated image processing applications.⁵⁶ In Canada, the CPA initiative is expected to spawn new products and services related to cheque security, such as image-enabled positive pay, embedded verification, and signature verification software, which would further increase the intensity of IT use in the industry.

IT has also been used by financial institutions to support information exchanges. Information exchanges are the “intermediaries through which banks and other creditors share data relevant to the creditworthiness of loan applicants”.⁵⁷ These exchanges collect and analyze data from various sources, and then provide reports or credit scores to interested lending institutions.⁵⁸ For example, small business credit scoring, which is a back-office technology, uses information exchange technology to provide information about a firm’s expected future loan performance.⁵⁹ Lending institutions can clearly stand to make significant productivity gains by using information exchange technology.

⁵⁶ (Mearian 2003)

⁵⁷ (Berger 2003, p151)

⁵⁸ (Ibid.)

⁵⁹ (Berger 2003, p152)

1.2.2 Airlines

The airline industry is likely to approach new IT projects in coming years with vigour, given the challenges posed by an uncertain global economic environment and the effects of 9/11. In fact, some airline executives feel that the pressure to prove the potential of new IT projects, in terms of return on investment and cost reduction benefits, has never been greater.⁶⁰ Given that the airline industry is historically one of the most technologically progressive sectors of the economy, this should not result in a substantial operational restructuring. That is, the computer reservation systems built by the airlines in the 1960s and 1970s was one of the world's first electronic marketplaces.⁶¹ Furthermore, "the use of paperless electronic tickets, introduced [in 1996], was the key that opened airlines and other outlets to begin offering tickets for sale from their Web sites".⁶²

American Airlines was the leader in the implementation of automated reservation systems. In conjunction with IBM, the airline was able to create the SABER (Semi-Automatic Business Environment Research) system in 1961, which tied a passenger's name to their seat reservation.⁶³ Imitations of the American system were designed soon after, and IBM offered the "Pars" system to other airlines.⁶⁴ Retail automation, which is the placing of reservation systems terminals in external locations such as travel agencies, developed in tandem with airline deregulation after 1978 in the US.⁶⁵ In Canada, Air Canada began placing video display terminals in the offices of major travel agencies in

⁶⁰ (Verton, 2003)

⁶¹ (Rosen, 06/26/2000)

⁶² (Ott, 03/27/2000)

⁶³ (Copeland & McKenney 1988, p353, 354)

⁶⁴ (Duliba et al. 2001, p705)

⁶⁵ (Copeland & McKenney 1988, p357)

1972.⁶⁶ These early reservation systems were designed to relieve pressures from large passenger volumes, and therefore were only a profitable investment for large airlines; functional modifications in the 1970s were scale-enhancing, and only the largest airlines had the capacity for processing the additional volume.⁶⁷ In other words, “the lesson from airline history is that information technology can be a source of economies of scale and scope”.⁶⁸

The advent of online ticket purchasing, however, provided a means of eliminating the costs of selling through intermediaries. Thus, large investments in remote reservation units were no longer necessary, bringing smaller airlines back into competition with their larger contenders. According to Southwest Airlines, it is ten times cheaper to issue an e-ticket than to provide a ticket through a travel agency.⁶⁹ WestJet has also capitalized upon the cost advantage of electronic ticketing. That is, the company incurs a cost of \$20 when a travel agent books a flight, as compared to \$2 for a direct online purchase. Accordingly, incentives such as Air Miles and discounts for round-trip fares purchased on the Web are used to encourage online sales.⁷⁰ Given the cost savings to airlines, and also that airline tickets are the “top-selling product on the Web”,⁷¹ it is clear that online ticket purchasing has revolutionized the industry by improving both market and customer accessibility.

Recent years have seen further advances in reservations technologies. For example, some airlines can handle bookings through wireless devices, personal digital

⁶⁶ (Air Canada, 1972 in Shalla 2002, p9)

⁶⁷ (Copeland & McKenney 1988, p366)

⁶⁸ (Ibid., p367)

⁶⁹ (Ott, 2000)

⁷⁰ (Davis, 03/2004)

⁷¹ (Rosen, 10/26/2000)

assistants, and speech-technology that can process full sentences.⁷² Other cost-cutting measures include allowing large travel buyers to book directly in airlines' reservation systems, online check-in procedures, and mega websites (e.g. Orbitz, Travelocity, Expedia) which allow customers to book other services incidental to air travel concurrently with their ticket.⁷³ In terms of information databases, Northwest Airlines has developed a system which has the entire travel history of its frequent flyers stored in its memory, and also tracks customers by the revenue they generate.⁷⁴ Finally, self-service kiosks (in which Kinetics Inc. is an industry leader) permit passengers to check-in and select their seat in any of 12 languages without ever seeing a service representative.⁷⁵

1.3 New Technologies and the Composition of the Workforce

1.3.1 Banking

It has been argued that the increasing use of IT in banking facilitates industry consolidation, by affecting the efficiency of size, geographical dispersion, and M&A activity.⁷⁶ For example, banks can expand geographically without a large investment in new branches by offering internet banking services, although the reduction in branches translates into a reduction of staff.⁷⁷ Furthermore, telephone centers reduce traffic at branches, allowing staffing to be trimmed.⁷⁸ Moreover, jobs are lost as a consequence of mergers, because duplicate positions are eliminated and similar operations are consolidated.⁷⁹ This reduction in employment is justified by the argument that the employment of tellers and other staff will be replaced with the employment of marketing

⁷² (Rosen, 06/26/2000)

⁷³ (Ibid.)

⁷⁴ (Ibid.)

⁷⁵ (Fishman, 05/2004)

⁷⁶ (Berger 2003, p162)

⁷⁷ (Giannakoudi, 1999)

⁷⁸ (Radecki et al. 1997, p67)

⁷⁹ (Morisi 1996, p32)

staff and financial advisors in line with the “New Economy” shift to “knowledge workers”.⁸⁰ This is confirmed by the Canadian Banker’s Association, which asserts that “Continuing innovations in technology allow employees to move from transaction-based to knowledge-intensive jobs focusing more on in-depth, value enhanced customer relationships”.⁸¹ In other words, the increasing use of IT in banking has effected an increase in demand for highly educated workers, as well as a concurrent decrease in demand for workers without a post-secondary education.

The increasing demand for “knowledge workers” in banking is also the result of competition between banks to offer consumers a customized bundle of financial services and to target customers with high profit potential. That is, technological advances have enabled banks to develop customer information systems which store customers’ preferences, needs, and service usage history, and to apply intelligent software agents which retrieve information.⁸² Furthermore, computers have enabled banks to analyze customer data and create a customer profile without ever being in personal contact with them.⁸³ Effectively, banking products are transformed into commodities by information aggregating technology, enabling banks to tailor their services to customers’ needs.⁸⁴ Clearly, the demand for educated workers to analyze customer data and to develop effectual marketing strategies and product lines has been significantly affected by IT advances.

According to Hunter et al. (2001, pp 403-4), research into the effects of technological change on employment has been indeterminate, in the sense that

⁸⁰ (Giannakoudi, 1999)

⁸¹ (Canadian Bankers’ Association, 07/2004)

⁸² (Chou, 2000)

⁸³ (Giannakoudi, 1999)

⁸⁴ (Wenninger, 2000)

technology may up-skill, deskill or render jobs obsolete even within an organization. For example, the Check 21 bill in the US eliminates the requirement of manual data entry and cheque shipment,⁸⁵ although it clearly creates a requirement for skilled workers to maintain and operate required technologies and machinery. Such changes in technology have facilitated customer segmentation, since they have enabled banks to direct “transaction approaches” toward customers with low profit potential and “relationship banking” strategies to those with profit potential.⁸⁶ In other words, employees who had previously dealt personally with customers who did not present a significant profit-earning opportunity were replaced by front-office IT, and “relationship-based service could be provided by single, broadly skilled employees or by teams of cross-trained employees”.⁸⁷ This assertion is fortified by statistics on bank employment in the United States over the period from 1985 to 2002, where the number of ATMs increased by 487% (from 60,000 in 1985 to 352,000 in 2002), while the number of bank tellers increased by only 9% (from 485,000 in 1985 to 527,000 in 2002).

IT has also enabled alliances between competitors in the financial services sector. In Canada, for example, BMO, RBC and TD joined in 1996 to found Symcor Services, which processes all cheques and other payment documents for its three shareholders.⁸⁸ As of 1999, Symcor handled 52% of all cheques processed in Canada, and had plans to solicit contracts in every back-office area within the financial sector.⁸⁹ Meanwhile, CIBC took another route in 1996 by relinquishing back-office activities to its subsidiary

⁸⁵ (Mearina 2003)

⁸⁶ (Hunter et al. 2001, pp 405-6)

⁸⁷ (Keltner and Finegold 1996; Hunter and Hitt 1999 in Hunter et al. 2001, p 407)

⁸⁸ (Lyon, 1999)

⁸⁹ (Ibid.)

INTRIA, which strategically partners with cheque-processing and IT specialists Fiserv Solutions of Canada and Hewlett-Packard.⁹⁰

1.3.2 Airlines

Airlines have embraced productivity-enhancing technological change as a consequence of intense competition in air travel markets and to the high cost of labour. Labour-saving technology has been an integral part of the industry for decades, since “the primary motivation for [implementation of computerized reservation systems in the late 1970s] was productivity gains that would result from displacing the call center reservation-taking workforce.”⁹¹ More recently, internet booking has allowed airlines to reduce commission costs of travel agents, and also allows airlines to reduce staff at call centers. Essentially, online ticket purchasing “allows for a distancing strategy that relies on consumers to perform the unpaid work of booking their own flights”.⁹² Another technology which has affected airlines’ workforces is the self-service check-in machine. Kinetics Inc. claims that each of their machines takes the place of two-and-a-half ticket agents in hours-worked per week equivalent.⁹³ The company also asserts that its kiosks do not take jobs, but rather that they eliminate tedious work and free agents to deliver real customer service.⁹⁴

A detailed study by sociologist Vivian Shalla (2002) on the evolution of Air Canada’s customer sales and service workforce under airline restructuring demonstrates how technologies have contributed to the spatial reorganization of work. An automated central reservations system, called ReserVec II, was introduced in Air Canada offices in

⁹⁰ (Lyon, 1999)

⁹¹ (Duliba et al. 2001, p703)

⁹² (Shalla 2002, p27)

⁹³ (Fishman, 05/2004)

⁹⁴ (Ibid.)

1970.⁹⁵ The launch of video display terminals in travel agencies in 1972 marked the beginning of a company practice wherein the work of customer sales and services agents was contracted out.⁹⁶ By 1986, travel agencies had the necessary technology to print tickets and boarding passes (p10). The ReserVec II system was greatly expanded over this period, to the extent that the need for travel agents to contact Air Canada customer sales and service agents for more information was reduced or eliminated.⁹⁷ In the early 1990s, Air Canada switched travel agencies booking its flights to the more sophisticated Apollo system, confirming the ease with which the work of customer sales and service agents could be replaced.⁹⁸ Indeed, by the late 1990s, over 80% of ticket sales were made through travel agencies.⁹⁹

Air Canada also underwent significant reorganization in the 1980s and 1990s, whereby reservations services were centralized into four urban centers.¹⁰⁰ The availability of advanced call centralizing technology helped facilitate this reorganization.¹⁰¹ Furthermore, the province of New Brunswick had initiated an information-technology strategy for development, which persuaded Air Canada to open a reservations office in Saint John in 1996.¹⁰² Following this move, other telephone reservations and specialized functions offices were consolidated into the remaining call centers.¹⁰³ What's more, by handing over customer sales and services tasks to travel agencies, Air Canada agents have seen their positions deskilled, while the majority of call

⁹⁵ (Shalla 2002, p9)

⁹⁶ (Ibid.)

⁹⁷ (Ibid., p10)

⁹⁸ (Ibid., pp 11-2)

⁹⁹ (Ibid., p22)

¹⁰⁰ (Ibid., p14)

¹⁰¹ (Ibid., p14)

¹⁰² (Ibid., p14)

¹⁰³ (Ibid., p15)

center staff spend most of their time on routine tasks.¹⁰⁴ In sum, new information technologies have facilitated a shift in the location of work, which has helped to redefine the employment relationship in a way that has not been advantageous for this group of employees.¹⁰⁵

On the other hand, information technology has facilitated the development of reservation offices from home. For example, JetBlue Airways employs a workforce of 550 reservation agents who work in the comfort of their own homes in the Salt Lake City area.¹⁰⁶ Workers are given a computer but are required to pay for an additional phone line, and calls are monitored occasionally by supervisors.¹⁰⁷ This low-cost structure allowed the airline to report a profit only six months after its first flight.¹⁰⁸ This case study demonstrates that recent technological advances have enabled airlines to implement flexible and diverse employment practices.

2.0 Opportunity for Aboriginal Employment in Airlines and Banking

2.1 Banks and Credit Unions by Winnipeg Neighbourhood/Rural Census Area

Comparison of the number of financial institutions in Winnipeg neighbourhoods and Manitoba census divisions to median household income and percentage of residents who are of Aboriginal origin reveals a fairly consistent trend, wherein areas with high concentrations of Aboriginal persons have fewer financial institutions per capita (presented as the ratio of residents aged 15 years and older to the number of financial institutions within the borders of the neighbourhood/census division). This is relevant to

¹⁰⁴ (Shalla pp. 23-4)

¹⁰⁵ (Ibid., p27)

¹⁰⁶ (Begun, 4/29/2000)

¹⁰⁷ (Ibid.)

¹⁰⁸ (Ibid.)

the extent that Aboriginal people are likely to seek employment in proximity to their homes. Tables accompanying the following analysis can be found in the appendix.

2.1.1 Winnipeg Neighbourhoods¹⁰⁹

In general, Winnipeg neighbourhoods with a high proportion of residents who are of Aboriginal origin (i.e. above the Winnipeg average of 9.6%) have fewer financial institutions per capita. Point Douglas North and Point Douglas South, which have Aboriginal populations of 20.3% and 37.6%, respectively, each have a higher number of residents per financial institution than the city-wide average of 3,125 persons. River East South, with an Aboriginal origin population of 15.9%, has no financial institutions whatsoever. Other neighbourhoods with Aboriginal origin populations above the city average are Downtown East (21.5%), Downtown West (12.4%), St. Boniface West (12.3%), Inkster East (23.3%), and St. Vital North (9.9%). Of the above-listed neighbourhoods, St. Boniface West is the only non-downtown area which has fewer residents per financial institution than the Winnipeg average. Of those 7 non-downtown neighbourhoods with fewer persons per financial institution than the city average, namely Fort Garry North and South, River Heights West, St. Boniface West, River East West, Seven Oaks East, and St. James East, 6 have Aboriginal origin populations below the city average.

Separate analyses of credit unions and banks by neighbourhood reveals no great differences in terms of their tendency to be located in neighbourhoods with Aboriginal populations lower than the city average. That is, of the 8 neighbourhoods with Aboriginal populations above the city average, the number of residents per credit union is higher than the city average among 4, and there are no credit unions located in an

¹⁰⁹ The following data are current as of 2004.

additional 2. Equally, for the same 8 neighbourhoods, the number of residents per bank is higher than the city average among 4, and there are no banks located in an additional 2.

Summing the number of bank branches and credit unions with at least one location in a Winnipeg neighbourhood with an above average Aboriginal population yields the following results. The number of bank branches is compared to the total number of branches for each chartered bank. The latter reveals that approximately one third of Royal Bank, CIBC, and Bank of Nova Scotia Winnipeg branches are located in neighbourhoods with above average Aboriginal populations, while the proportion is approximately 30% for Bank of Montreal and 20% for TD. In terms of credit unions, Assiniboine and Civic have the most branches in these neighbourhoods, with 4 and 3 locations, respectively.

- Assiniboine Credit Union: 4
- Civic Credit Union: 3
- Cambrian Credit Union: 2
- Crosstown Credit Union: 2
- Astra Credit Union: 1
- Belgian Credit Union: 1
- Carpathia Credit Union: 1
- Vantis Credit Union: 1
- Buffalo Credit Union: 1
- Me-Dian Credit Union: 1
- Alliance Credit Union: 1
- Winnipeg Police Credit Union: 1
- Entegra Credit Union: 1
- Royal Bank: 8 (of 25)
- Bank of Montreal: 6 (of 21)
- CIBC: 6 (of 19)
- Bank of Nova Scotia: 6 (of 19)
- TD: 4 (of 20)

Examination of openings and closures of banks from the period 1992 to 2004 reveals that of all Winnipeg neighbourhoods which experienced a net change in the number of banks located therein, every single area with an Aboriginal population above the city average experienced a net loss. These losses ranged from 2 bank branches in River East South to 16 bank branches in Downtown East. Point Douglas South, which at

37.6% has the highest Aboriginal population in the city of Winnipeg, experienced 4 bank closures and 0 openings over the period. Of 43 bank branch closures in neighbourhoods with above average Aboriginal populations, 13 were CIBC, 10 were Bank of Montreal, 9 were Royal Bank, 7 were TD, and 4 were Bank of Nova Scotia locations. Of the 4 neighbourhoods to experience a positive net change in the number of bank branches located therein, the highest Aboriginal population is that of Seven Oaks East, at just 6.7%. Overall, Winnipeg experienced a net loss of 67 bank branches over this period.

2.1.2 Manitoba Census Divisions¹¹⁰

The province of Manitoba is divided into 23 census divisions, for which the average Aboriginal origin population is 22.6%. With the exception of one, each of the five census divisions with Aboriginal populations exceeding the provincial average has a number of residents per financial institutions exceeding the provincial average of 1,495. Moreover, among these five census divisions there is a consistent trend such that the number of residents per financial institution increases with the percentage of the population which is of Aboriginal origin. Census division number 19, with an Aboriginal population of 94.0%, has 9,965 residents per financial institution, which is approximately twice that of the census division with the next highest ratio of financial institution availability. However, among those 9 census divisions with Aboriginal origin populations less than 10%, only 5 have fewer residents per financial institution than the provincial average. Therefore, while it can not be said that the number of residents per financial institutions increases with the proportion of the population that is Aboriginal for all census divisions, it is still true that the correlation exists for the five census divisions with the highest Aboriginal populations.

¹¹⁰ Excluding data for Winnipeg.

Separate analyses of banks and credit unions reveal similar patterns. Among the five census divisions with Aboriginal populations exceeding the provincial average, four experience a number of residents per credit union which exceeds the average for all of Manitoba. The same is true for the ratio of residents per bank. Census division 19, with the highest proportion of Aboriginal residents (94%), is the only division which does not have any credit unions within its borders. However, among those 9 census divisions with Aboriginal origin populations less than 10%, only 5 have a ratio of residents per credit union below the provincial average, while the same can be said for 6 census divisions with respect to the ration of residents per bank. As such, both banks and credit unions are located more sparsely in those communities where the Aboriginal population exceeds the provincial average.

Summing the number of branches of each credit union and bank with at least one location in a Manitoba census division with an Aboriginal population above 15% yields the following results. In total, there are 50 credit unions and 47 bank branches in these areas. While the majority of rural CIBC and Bank of Nova Scotia branches are located in these areas (57% and 54%, respectively), the same is true for approximately 40% of rural TD branches and 34% of Royal Bank branches. Only 22% of rural Bank of Montreal branches are located in those Manitoba census divisions with an Aboriginal population exceeding 15%. With regards to credit unions, Vanguard Credit Union and Austin Credit Union have the heaviest presence in these areas, with 5 and 4 branches, respectively.

- Royal Bank: 15 (of 44)
- CIBC: 17 (of 30)
- Bank of Nova Scotia: 7 (of 13)
- Bank of Montreal: 2 (of 9)
- TD: 6 (of 15)

- Vanguard Credit Union: 5
- Austin Credit Union: 4
- Caisse: Saint-Claude 3
- Portage Credit Union: 3
- Dauphin Plains Credit Union: 3
- Eriksdale Credit Union: 3
- Virden Credit Union: 2
- Tiger Hills Credit Union: 2
- Ethelbert Credit Union: 2
- Arborg Credit Union: 2
- Gimli Credit Union: 2
- Swan Valley Credit Union: 2
- Vantis Credit Union: 2
- Oak Lake Credit Union: 1
- Cypress River Credit Union: 1
- Beautiful Plains Credit Union: 1
- Caisse Lourdes: 1
- Roblin Credit Union: 1
- Rorketon & District Credit Union: 1
- Amaranth Credit Union: 1
- Grandview Credit Union: 1
- Ste. Rose du Lac Credit Union: 1
- Caisse Laurier: 1
- South Interlake Credit Union: 1
- Riverton Credit Union: 1
- Elie Credit Union: 1
- Flin Flon Credit Union: 1
- Westoba Credit Union:

2.2 Airports in Aboriginal Communities

The following table includes 2001 census data on the population aged 15 years and over, the total experienced labour force, and the unemployment rate for northern Manitoba Aboriginal communities in which an airport is located:

Community/Reserve	Population aged 15 years and over (2001)	Total Experienced Labour Force¹¹¹	Unemployment rate¹¹²
Berens River	350	120	39.3
Bloodvein	350	105	12.5
Brochet	155	50	20.0
Cross Lake ¹¹³	1,450	845	17.5
Gods Lake Narrows			
Gods River			
Ilford			
Island Lake	1,930	600	28.5
Lac Brochet	395	140	17.2
Little Grand Rapids	475	150	15.6
Norway House	2,485	1,030	37.3
Oxford House	1,080	385	27.5
Pikwitonei			
Poplar River	385	165	20.0
Pukatawagan	835	310	26.1
Red Sucker Lake	395	170	19.4
St. Theresa Point	1,265	330	28.4
Shamattawa	515	205	25.0
South Indian Lake	485	190	34.1
Tadoule Lake ¹¹⁴	235	115	26.9
Thicket Portage			
York Landing	270	150	12.9

A few observations can be drawn from the above statistics. Firstly, these Aboriginal communities are suffering from an unemployment crisis. Specifically, unemployment

¹¹¹ Refers to persons 15 years and over, excluding institutional residents, who were employed or unemployed during the week (Sunday to Saturday) prior to Census Day, and who had last worked for pay or in self-employment in either 2000 or 2001.

¹¹² Refers to the unemployed expressed as a percentage of the labour force in the week (Sunday to Saturday) prior to Census Day (May 15, 2001).

¹¹³ Data for Division No. 22, unorganized.

¹¹⁴ Data for Churchill 1.

rates range from 12.9% to 29.3% with an average of 24.0% among those communities for which data is available. Secondly, a large proportion of the population aged 15 years and over is not technically included in the experienced labour force, presumably because they had not worked for pay in either 2000 or 2001. Together, these individuals represent a sizeable source of available labour for airlines operating in northern Manitoba.

2.3 *Aboriginal Banking Locations in Manitoba*

Although each of the five major Canadian chartered banks has a department which specializes in Aboriginal banking services, not all have Aboriginal banking centers or on-reserve branches within Manitoba. CIBC has a designated Aboriginal Banking Team, and also offers specialty products and services to the Aboriginal community. Of seven on-reserve branch locations across Canada, none are located in Manitoba.¹¹⁵ BMO Bank of Montreal created an Aboriginal Banking Unit in 1992 which works with Aboriginal communities to deliver tailored financial products and services. The company has 11 full-service branches, 4 community banking outlets, and 1 in-store Aboriginal banking locations, but none of these are located in Manitoba.¹¹⁶

Three chartered banks have a relatively strong Aboriginal banking presence within Manitoba. Scotiabank, which opened the first Canadian on-reserve banking location in 1971, now has twenty-two Aboriginal Banking Centers and four on-reserve branches. Scotiabank Aboriginal Banking Centers are located in each of The Pas and Winnipeg. The company offers financial products designed for Aboriginal businesses,

¹¹⁵ <http://www.cibc.com/ca/small-business/aboriginal/index.html>

¹¹⁶ http://www4.bmo.com/aboriginalbanking/0,4529,35649_975748,00.html?pChannelId=244704

as well as investment services for Aboriginal government and individual members.¹¹⁷ RBC Royal Bank, which focuses on youth, education, training, and economic development in Aboriginal communities, has two Aboriginal Banking managers located in Winnipeg. Furthermore, three of the company's seven on-reserve branches are located in Manitoba (Cross Lake, Norway House, and Peguis), and there is an agency banking outlet of Nisichawayasihk Cree Nation located in Nelson House.¹¹⁸ Finally, the First Nations Bank of Canada was launched in 1996 by TD Bank, The Saskatchewan Indian Equity Foundation, and The Federation of Saskatchewan Indian Nations. One of the Bank's four offices, which offer personal and business financial products and services, is located in Winnipeg.¹¹⁹

3.0 Aboriginal Employment in the Manitoba Banking and Airlines Industries

3.1 Demographics of the Aboriginal Population

The 2001 census indicates that Aboriginal people comprise 13.6% of Manitoba's population (150,045 people of 1,119,583 people) and 8.2% of Winnipeg's population (52,415 of 619,544 people). As the Aboriginal population is young and growing, the labour market will soon experience an influx of Aboriginal job-seekers. That is, approximately 1 in 3 Aboriginal persons in Manitoba was under the age of 15 in 2001. Further, 23.1% of Manitobans between the ages of 0 and 14 were Aboriginal, as were 14% of individuals in Winnipeg. By 2016, the Aboriginal population in Winnipeg is projected to increase by about 40%.¹²⁰

¹¹⁷ http://www.scotiabank.com/cda/content/0,1608,CID338_LIDen,00.html

¹¹⁸ <http://www.rbcroyalbank.com/RBC:QsmMVY71A8QAAbzqkzo/aboriginal/index.html>

¹¹⁹ <http://www.tdcanadatrust.com/fnbank/index.jsp>

¹²⁰ Data is sourced from the 2001 Census, which is located online at: <http://www12.statcan.ca/english/census01/home/index.cfm>

Unemployment is a serious issue among the Aboriginal population. In 2001, the Aboriginal unemployment rate for Winnipeg was 14.3%, relative to 5.7% for the city overall. Province-wide, these statistics were 15.1% and 6.1%, respectively. With respect to Aboriginal identity people living off-reserve, the unemployment rate of 11.6% (data for 2004-05) is somewhat less distressing.¹²¹ Nonetheless, it is alarming that Aboriginal unemployment is primarily a youth phenomenon. That is, 26.6% of Aboriginal status people in Manitoba aged 15 to 24 years and 20.6% aged 25 to 34 years are unemployed. Among Aboriginal people in Winnipeg, these figures are 21.0% and 14.4%, respectively.¹²²

The Aboriginal unemployment crisis may be related to the socio-demographic characteristics of the Aboriginal population. That is, 47.2% of Aboriginal adults in Winnipeg and 49.2% of Aboriginal adults across Manitoba did not finish high school. An additional 11% for each regional division completed high school through the High School Equivalency program (GED). With regards to postsecondary education, 31.5% of Aboriginal adults in Winnipeg and 30.1% of Aboriginal adults in Manitoba who have taken some postsecondary schooling did not finish the program in which they were enrolled. In terms of health status, 49.7% of Aboriginal adults in Winnipeg and 48.6% of Aboriginal adults across Manitoba have one or more long-term health conditions diagnosed by a professional. Only 55% of Aboriginal adults in each of these geographical divisions cite their personal health as excellent or very good. Finally,

¹²¹ Labour Force Survey: Western Canada's off-reserve Aboriginal population. The Daily, June 13, 2005.

¹²² Labour Force Activity (8), Aboriginal Status (3), Age Groups (11A) and Sex (3) for Population 15 Years and Over, for Canada, Provinces, Territories, Census Metropolitan Areas 1 and Census Agglomerations, 1996 and 2001 Censuses - 20% Sample Data. Ottawa: Statistics Canada, April 21, 2004. 2001 Census of Canada. Catalogue number 97F0012XCB2001007.

access to communication technology is imperfect among the Aboriginal community. 5% of Aboriginal adults in Winnipeg live in homes without telephones, 27% have not used a computer in the last 12 months, and 39% have not used the internet in the last 12 months. For Aboriginal people throughout Manitoba, these figures are 6%, 30%, and 42%, respectively.¹²³

3.2 *Aboriginal Employment in Federally Regulated Airlines & Chartered Banks*

3.2.1 Net Changes

The following tables reveal net changes in representation of Aboriginal peoples among federally regulated air transport and banking companies since 1987:

Air Transport			
1987	2001	2002	2003
0.4%	1.9%	2.3%	2.2%

(Employment Equity Act Annual Reports 2003 & 2004)

Banking			
1987	2001	2002	2003
0.6%	1.1%	1.1%	1.1%

(Employment Equity Act Annual Reports 2003 & 2004)

The above statistics reveal that both sectors have made significant progress in the representation of Aboriginal peoples among employees between 1987 and 2003. That is, the proportion of Aboriginal people employed by air transport companies was more than five times greater in 2003 than in 1987, and the share employed in banking was nearly two times greater. Nonetheless, increases in Aboriginal employment levels have remained at a plateau in banking since 2001, and have declined slightly in air transport between 2002 and 2003.

¹²³ Aboriginal socio-demographic characteristics sourced from the 2001 Aboriginal Peoples Survey, which is located online at: <http://www12.statcan.ca/english/profil01aps/home.cfm>

3.2.2 Current Employment Levels by Company and EEOG

The following data are drawn from the 2003 individual employer reports of five air transport companies and five banks located in Manitoba which are covered by the *Employment Equity Act*. Specifically, the air transport companies are Air Canada, WestJet Airlines, Calm Air International, Skyward Aviation, and Perimeter Airlines, and the banks are Bank of Montreal, Royal Bank, CIBC, Bank of Nova Scotia, and TD. These federally regulated employers “have a statutory requirement to conduct an analysis of their workforces and to determine the degree of under-representation of designated groups in each occupational group [Act, s. 9(1)(a)].”¹²⁴ Employers submit annual records of employment equity information to the Minister of Labour, which include both qualitative descriptions of efforts taken to achieve employment equity and quantitative summaries of the representation of designated groups in their workforce. Breakdowns of the representation of Aboriginal people by occupational category for each employer can be found in the appendix to this report.

3.2.2.1 Airlines

With respect to permanent full-time employees in the province of Manitoba, Skyward Airlines employed the highest proportion of Aboriginal employees at 11.1% (24 of 217) of total employees, while Air Canada employed the lowest proportion at 3.4% (60 of 1,783). Calm Air International also achieved a relatively high rate of Aboriginal permanent full-time employees, at 10.7% of its total Manitoba workforce. Within employment equity occupational groups (EEOGs), no Aboriginal person was reported as being employed in either of the Senior Manager or Middle and Other

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http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lsw/we/ee_tools/reports/annual/TechnicalGuide.shtml&hs=wzp

Manager categories for any of the five employers. With the exception of WestJet, Aboriginal people form a consistently high proportion of clerical personnel across employers (from 6.9% among Air Canada employees in this category to 20.0% among Skyward Aviation employees). Employers which have achieved exceptionally high rates of Aboriginal employment in an EEOG with at least 10 total employees are Perimeter Airlines for Intermediate Sales and Service Personnel (23.3% or 10 of 43) and Calm Air for Semi-Skilled Manual Workers (29.0% or 9 of 31). In its three largest EEOGs, which are skilled crafts and trades workers (610 total employees), clerical personnel (420 total employees), and intermediate sales and service personnel (413 total employees), Air Canada employs the smallest proportion of Aboriginal people among the five companies.¹²⁵

With regards to permanent part-time employees in Manitoba, Skyward Aviation employs the highest proportion of Aboriginal persons at 56.5% (or 13 of 23) of total employees, while WestJet employs the lowest proportion at 2.1% (or 1 of 47).

Permanent part-time employees are concentrated in the intermediate sales and service personnel EEOG, wherein 33.8% of Calm Air International employees and 27.6% of Perimeter Airlines employees are Aboriginal. As well, 50.0% of clerical personnel with Skyward Aviation are Aboriginal.

Skyward Aviation made the highest number of permanent full-time hires in 2003 among the five companies, with 70 new employees. Of these, 12.9% were Aboriginal persons. Additionally, 22.7% (10 of 44) of permanent full-time employees hired by Calm Air International were Aboriginal. Regarding new hires of permanent part-time employees, 0 of 32 WestJet hires were Aboriginal, as compared to 10 of 13

¹²⁵ When not considering the WestJet clerical personnel category, which includes only 4 total employees.

new Skyward employees. Within the semi-skilled manual workers EEOG, the Aboriginal hiring rate was consistently high across companies - 22.2% (2 of 9) for Calm Air International, 100% (4 of 4) for Skyward Aviation, and 47.4% (9 of 19) for Perimeter Airlines.

With respect to employee promotions, only WestJet, Skyward Aviation, and Perimeter airlines promoted any permanent full-time employees. Of these, Skyward Aviation was the only company to promote any Aboriginal employees, with 2 Aboriginal persons of 7 total employees achieving a promotion. Only one promotion of a part-time employee was made among the five companies.

Regarding compensation categories, 33.3% of permanent full-time Aboriginal employees with Air Canada are reported to be in the \$37,500 to \$39,999 salary range. 3.3%, or 2 of 60, Aboriginal employees with Air Canada earn \$100,000 or more, and only 5 of 60 earn less than \$35,000. Among Calm Air International, Skyward Aviation, and Perimeter Airlines, Aboriginal employees are concentrated in the lower salary ranges. That is, 52% (13 of 25) of permanent full-time Aboriginal employees with the former earn \$20,000 to \$24,999, and a further 24% earn \$25,000 to \$29,999. 21 of 25 permanent full-time Aboriginal employees with Skyward Aviation earn less than \$35,000, while 13 of 15 permanent full-time Aboriginal employees with Perimeter Airlines earn less than \$30,000. This pattern is consistent among permanent part-time employees, for whom the \$17,500 to \$19,999 category is the highest achieved by an Aboriginal person in any of the five companies.

3.2.2.2 Banking

The proportion of Aboriginal persons within the permanent full-time workforce in the banking sector in Manitoba ranges from 1.2% for CIBC to 5.6% for Royal Bank. Interestingly, Royal Bank has a significantly greater number of Manitoba employees than any other of the five major banks (1,240 as compared to less than 500 for each of the others), and still maintains the highest proportion of Aboriginal persons in its permanent full-time workforce. The latter also has the highest representation of Aboriginal persons in the Middle and Other Managers, Administrative and Senior Clerical Personnel, and Clerical Personnel EEOGs at 5.1%, 5.0%, and 8.1%, respectively. Within the Supervisors EEOG, 8.8% of Bank of Nova Scotia employees and 8.1% of TD employees are Aboriginal. Lastly, CIBC employs the lowest proportion of Aboriginal persons in each of the Middle and Other Managers (1.1%), Administrative and Senior Clerical Personnel (0%), and Clerical personnel (2.5%) EEOGs.

Among permanent part-time employees, the Bank of Nova Scotia achieves the highest proportion of Aboriginal persons at 5.5%, or 8 of 146 employees. In comparison, only 1.4% (1 of 71) of the permanent part-time workforce at the Bank of Montreal is Aboriginal. Permanent part-time Aboriginal employees are concentrated in the Clerical Personnel EEOG, wherein their representation ranges from 1.6% at the Bank of Montreal to 5.3% at Royal Bank.

Within Winnipeg, Royal Bank has the largest proportion of Aboriginal persons among both its permanent full-time and permanent part-time staff, at 5.2% and 4.3%, respectively. With respect to permanent full-time Clerical Personnel, the proportion of Aboriginal staff at CIBC is notably lower than the proportion among the other four

banks. That is, this proportion is only 1.8%, as compared to more than 4% for each of TD and Bank of Montreal, and more than 7% for each of Royal Bank and Bank of Nova Scotia.

Differences between the five banks in hiring rates of permanent full-time Aboriginal employees are significant. Of 99 employees hired by Royal Bank in 2003, which was the highest number of new hires among the five banks, 10 (or 10.1%) were Aboriginal. Of these individuals, 8 were hired as clerical personnel and 2 as middle or other managers. In contrast, none of the 44 Bank of Montreal hires were Aboriginal, nor were any of the 28 CIBC hires. With regards to permanent part-time employees, TD achieved the highest rate of Aboriginal hiring at 42.9%, or 3 of 7 new employees. Of 197 hires at Royal Bank, the highest number among the five banks, 7.1% were Aboriginal persons. Lastly, CIBC hired the lowest proportion of Aboriginal persons at 2.1%, or 1 of 48 new employees.

In terms of employee promotions, Royal Bank advanced the highest proportion of Aboriginal employees within the company among both permanent full-time and permanent part-time staff. Specifically, 5.7% (9 of 157) of permanent full-time promotions and 8.7% (2 of 23) of permanent part-time promotions were Aboriginal persons. Further, 3 of the 9 promotions of permanent full-time Aboriginal employees were in the Middle and Other Managers EEOG. Each of Bank of Montreal, CIBC, and Bank of Nova Scotia promoted only one Aboriginal employee, resulting in Aboriginal promotion rates of 2.3%, 4.0%, and 2.1%, respectively. Royal Bank was the only employer to promote any permanent part-time Aboriginal employees.

The salary summary of permanent full-time employees reveals that 9 Aboriginal persons throughout the banking sector earn \$60,000 annually or more. As there are 453 individuals in this income bracket across the industry, this means that only 2.0% of the workforce earning \$60,000 or more is Aboriginal. Further, a total of 47 Aboriginal persons in the banking sector earn less than \$30,000. Since there are 658 employees in total in this income bracket, this means that 7.1% of the workforce at the lower end of the income spectrum is Aboriginal. As well, employers consistently employ a large proportion of their Aboriginal permanent full-time workforce in the \$25,000 to \$29,999 income category. That is, over 20 % of Aboriginal employees are reported to be in this category for each of the five banks, and the proportion is as high as 37.5% for CIBC. With regards to permanent part-time staff, Aboriginal employees are concentrated in the \$15,000 to \$22,499 earning brackets. Specifically, 68% (39 of 57) of the industry-wide Aboriginal workforce is reported to be ranked as such.

4.0 Interview Results¹²⁶

The following list enumerates those organizations providing employment services or educational training to the Aboriginal community that were interviewed for this project:

Banking & Airline Sectors

- Anokiiwin Training Institute
- Government of Manitoba Department of Education, Citizenship and Youth and Manitoba Advanced Education and Training – Aboriginal Education Directorate
- Manitoba Aboriginal Youth Career Awareness Committee
- Manitoba Association of Friendship Centres – Partners for Careers
- Manitoba Association of Friendship Centres – Staffing Solutions
- Manitoba Employment Equity Practitioners Association

¹²⁶ The majority of interviews were conducted over the phone, although some were conducted in person on location at the respective institution. There was no observable difference in the effectiveness of these two interview methods.

- Manitoba First Nations Education Research Centre– Science Specialist
- Manitoba Métis Federation Provincial Recruitment Initiative
- PATH Resource Centre
- University College of the North – Department of Business & Aboriginal Studies
- University of Manitoba – Office of Accessibility
- Winnipeg Chamber of Commerce – Aboriginal Employment Initiative
- Winnipeg Indian and Métis Friendship Centre

Banking Sector

- Assiniboine Community College – Department of Business Administration
- JobWorks
- RB Russell Collegiate – Business / Computer Technology Program
- Red River College – Business Administration Integrated Program
- SEED Winnipeg / Alternative Financial Services Coalition
- Taking Charge!
- University of Manitoba – Aboriginal Business Education Program
- Urban Circle Training Centre Inc.
- Winnipeg Technical College

Aviation Maintenance

- Maples Collegiate – Aviation Trades & Technology Program
- Murdoch MacKay Collegiate - Metals and Aerospace Technology Program
- RD Parker Collegiate – Aviation Maintenance Orientation Program
- Red River College - Stevenson Aviation & Aerospace Training Centre
- Tec-Voc Vocational School - Aerospace Manufacturing Machining and Maintenance Orientation Program
- University of Manitoba – Engineering ACCESS Program

Additionally, the following organizations were interviewed with respect to their employment of Aboriginal people and the effects of information technology thereon:

Banking Sector

- Assiniboine Credit Union
- Bank of Montreal
- Cambrian Credit Union
- CIBC
- Dauphin Plains Credit Union
- Entegra Credit Union
- First Nations Bank
- Flin Flon Credit Union
- MeDian Credit Union
- Peace Hills Trust

- Portage Credit Union
- South Interlake Credit Union
- Swan Valley Credit Union
- Vanguard Credit Union
- Vantis Credit Union
- Westoba Credit Union

Airline Sector

- Aeroguard
- Air Canada
- Calm Air International
- Keewatin Air
- Keystone Air Service
- Manitoba Aviation Council
- Northwest Airlines
- Skyward Aviation
- Transwest Air

4.1 Training and Educational Institutions

The appendix to this report contains a table providing a brief description of the services offered by the training and educational institutions interviewed (taken directly from the organizations' websites), as well as online resources which provide further information pertaining to their programs. The following section presents a summary, divided into areas of inquiry in a similar fashion as the interviews themselves, of the pertinent information gathered from educational and employment training institutions.

4.1.1 Recruitment and Funding

a) Secondary Education

Strategies for recruiting Aboriginal students vary in scope and intensity among high schools. With regards to vocational programs, all educators whose facilities are located in areas with dense Aboriginal populations expressed that they had made some efforts to recruit Aboriginal participants for their programs. The Business/Computer Technology Program at RB Russell Vocational High School does not advertise

independently, although the school does place ads in Aboriginal newspapers. As well, feeder schools are also invited for tours and open house events are held in order to promote vocational education. Tec-Voc Vocational School recruits Aboriginal participants for its Aerospace Manufacturing Machining and Maintenance Orientation Program directly from employment training organizations such as the Centre for Aboriginal Human Resource Development (CAHRD), Children of the Earth, and Taking Charge!. RD Parker Collegiate encourages enrollment in its Aviation Maintenance Orientation program by having past graduates who found employment in industry speak to younger students.

Interestingly, both the Aviation Trades and Technology program at Maples Collegiate and the Metals and Aerospace Technology program at Murdoch MacKay Collegiate have actively attempted to recruit from the Aboriginal community, despite being located in low-density areas. These schools tried in conjunction with Manitoba Aerospace to establish a program specifically for Aboriginal students, but the attempt eventually failed due to low response. Further, both voiced that their presence at an Aboriginal career fair and letters to Aboriginal organizations were relatively ineffective.

b) Post-Secondary Education

The recruitment strategies of post-secondary institutions are somewhat more intensive. The Red River College/Stevenson Aviation & Aerospace Training Centre collaborates with industry, government, and Aboriginal organizations to recruit Aboriginal participants from both urban areas and band communities. The Engineering ACCESS program (ENGAP) at the University of Manitoba attends career fairs and

makes personal visits to high schools with high Aboriginal populations in both Winnipeg and northern communities, where teachers are encouraged to help their students develop skills in science and mathematics. The Aboriginal Business Education Program (ABEP) of the same university has a small budget set aside specifically for recruitment, which is used towards attending career fairs as far away as Toronto and Thunder Bay, visiting high schools and adult learning centres, placing announcements on the Aboriginal Peoples' Television Network, mailing out videos and written promotional material to high schools, and giving tours and personal talks to high school students. As well, an innovative approach is undertaken through the creation of the Citizenship Award, which is \$1,000 in value and is awarded to the ABEP student who undertakes the greatest recruitment effort on their own.

While the recruitment initiative of the Business Administration program at Assiniboine Community College (ACC) does include Aboriginal persons, it does not target this group specifically for its financial services specialization. Similarly, the Business Administration program at the University College of the North (UCN) recruits throughout northern Manitoba, thus no special efforts are necessary to target the Aboriginal community. The Winnipeg Technical College disseminates information about its programs to the Assembly of Manitoba Chiefs, who then distributes these materials to the directors of education in First Nations communities. This institution also attends career fairs at the CAHRD, with which it has an agreement regarding delivery of certain educational programs. Lastly, since the Business Administration Integrated program of Red River College (RRC) is an ACCESS model course, the central ACCESS department is responsible for direct recruiting. However, the program

does respond itself to requests for information from rural school divisions with large Aboriginal populations.

There is a general consensus among post-secondary education providers that funding is insufficient to attract and retain Aboriginal students to the extent that they desire. The representative of the Business Administration program at UCN noted that there is a shortage of sponsorship funds for both Métis and First Nations people wanting to attend the institution. Similarly, the Stevenson/RRC aviation program representative expressed that although participants in Aboriginal programs have 100% of their costs covered by various sponsors, the program is a long-term commitment and creates financial difficulties for participants. The ENGAP program provides funding through the ENGAP entrance bursary and scholarship fund, which is a \$40,000 central fund comprised of donations from industry and government.¹²⁷ Interestingly, 1-2% of this fund is set aside as an emergency fund which is used to provide informal loans for academic or non-academic purposes. Nonetheless, the director of ENGAP noted that more entrance bursaries are required if enrollment in the program is to increase. Further, it was noted that those who receive scholarship funding are not the program's targeted group, to the extent that students with less financial need tend to perform better academically.

The two post-secondary institutions which did not explicitly express dissatisfaction with the quantity of funding available to Aboriginal students were ABEP and ACC. The former provides an average of \$5,000 to \$6,000 funding per student on

¹²⁷ With regards to the scholarship, every student in the program who achieves a GPA of at least 2.0 and who has completed at least one full year of engineering receives funding. The amount received increases on a sliding scale, depending on the GPA achieved. Approximately 75% of students benefit from this arrangement. In terms of the entrance scholarship, an average of 85% or higher in high school is required. Bursaries are based solely on need, and may be awarded in conjunction with the scholarship.

an annual basis from a pooled fund comprised of corporate donations.¹²⁸ However, the director of this program did note that band-funded students often enter the program only to have their funding not come through due to political barriers. As well, it was noted that the provision of more entrance awards could increase enrollment at the pre-management phase. The representative of the latter said that although ACC does not offer entrance awards specifically for Aboriginal students, broad entrance awards and external funding is available to them.

c) Employment Training and Services

Most employment training and services organizations undertake less direct recruitment strategies than the above-mentioned institutions. The Urban Circle Training Centre works with 250 referral agencies and places ads in local Aboriginal newspapers as well as the Winnipeg Sun. Similar to a number of other organizations contacted, representatives expressed that word-of-mouth is the most effective means of recruitment. Partners for Careers, which serves as a liaison between industry and Aboriginal job-seekers, posts job orders at local branches in rural communities or relays information directly to potential employees. Similarly, the Indian & Métis Friendship Centre in Winnipeg has a job bank and posts opportunities on bulletin boards.¹²⁹ Lastly, the majority of participants in programs of the PATH Resource Centre are self-referred, although some are referred by other agencies and community groups. Further,

¹²⁸ The ABEP scholarship is composed of three parts: 1) Funding for every student who has achieved a GPA above 2.0; 2) Funding for students who did not receive money from their band (separated into approximately 6 categories based on marital status and number of dependents); 3) Discretionary funding for those who actively support the program and incur additional personal expenses.

¹²⁹ Of importance is the fact that the Indian & Métis Friendship Centre at one point had an employment counselor on staff, but had to eliminate the position in 2003 due to funding cuts.

this organization advertises externally when it is seeking participants for a program designed to train potential employees for a specific sector.

Some Aboriginal training organizations undertake more direct recruitment initiatives which focus on youth or adult students. The Manitoba Métis Federation Provincial Recruitment Initiative (MMF-PRI) undertakes a number of recruitment efforts, such as word-of-mouth, job fairs (e.g. Rotary Club Career Symposium), and promotional activities at schools and elsewhere. Likewise, Staffing Solutions attends job fairs and other events at local secondary and post-secondary educational institutions, as well as relying on word-of-mouth methods. It is worth noting that this organization receives no funding for advertising, and therefore attends only free events. Finally, the Manitoba Aboriginal Youth Career Awareness Committee (MAYCAC) has involvement with about 9 schools, wherein it depends on schools councilors and students' attendance and academic records to recruit program participants. The organization campaigns both in Winnipeg and in rural and northern communities.

4.1.2 Strategic Partnerships

a) Organizations serving both banking and airlines

Strategic partnerships with industry, such as short-term work placements and internships, are fairly weak among those educational/employment training organizations that serve both the banking and airlines sectors. Further, these partnerships are much more common among financial institutions than airlines. With regards to the latter, the MMF-PRI noted that Aeroguard is the only company in the air transport industry to have substantial involvement with the organization. It was further noted that the number of Aboriginal people who have attained aircraft engineer

apprenticeships is low relative to their availability. Additionally, Staffing Solutions has had some involvement with NavCan, which made some efforts to recruit air traffic controllers. MAYCAC was the only organization to mention a strong partnership with an airline company, wherein Skyward Aviation recruited with the organization for all positions except pilots. Lastly, the Winnipeg Chamber of Commerce Aboriginal Employment Initiative (WCC-AEI) commented that no airlines have reached out to establish a partnership.

Turning to partnerships with banking, the strongest connection is that of Taking Charge!, which has operated a business-banking retails program in past years. Program graduates have been placed as customer services representatives with such financial institutions as RBC, ACU, CIBC, TD, and Astra Credit Union. The department of Business Administration at UCN includes a two-week work placement as part of its Computerized Business Applications, Community Economic Development, and Business Assistant programs, through which some banks in Thompson have accepted students in the past.¹³⁰

While Partners of Careers does not have any such strategic linkages with the banking industry as of yet, Royal Bank has expressed some interest in such a partnership by making presentations to this organization. Although the Anokiiwin Institute does have partnerships with industry, it has no strategic links with either the banking or the airlines sectors. Of interest are the comments of the representative that not only is the Aboriginal community not ready for employment in these sectors on a sufficient scale, but also that companies in these industries are simply not hiring Aboriginal people. The MMF-PRI does receive job postings from the major banks for

¹³⁰ At least one airline was also involved with this program.

entry-level positions, although these require exceptional customer service skills.

Interestingly, the only companies from the banking sector advertising at the Indian and Métis Friendship Centre in Winnipeg are Aboriginal-owned. Moreover, the PATH Resource Centre has recently begun to make connections with the banking sector, because clients in the industry are just starting to express interest in strategic partnerships.

b) Organizations related to banking

Among the five chartered banks, Royal Bank received mention from two separate educational/employment training organizations as a pro-active partner in creating work placements for Aboriginal students. That is, RB Russell Collegiate worked in conjunction with MAYCAC to place two students at a Royal Bank branch for one afternoon per week for a four-month period. This experience was described as positive and highly successful by the representative from the school. Similarly, Royal Bank was described as a “well-oiled machine” by the director of ABEP, as it plans as early as September the positions it will offer in the summer to the program’s students. Further, interns are often offered full-time positions for after their graduation as early as the end of their third summer in the program.¹³¹

Other banking-related organizations did not express such strong linkages between Aboriginal student work placements and industry. ACC noted that all business administration students must complete a four-month work placement in the summer, and that no special programs are in place for Aboriginal students. The director of this

¹³¹ It was also noted by the director of ABEP that those companies for which students intern are usually the program’s corporate sponsors. This is the primary explanation for the fact that fewer students intern for companies in the airline industries. Also, while other financial institutions have expressed interest in establishing partnerships, such linkages have not been formed in order to protect the interests of current sponsors.

program further noted that demand is so high in the rural areas the institution serves that no special program is necessary, and moreover, that past experience has shown that Aboriginal students are not interested in receiving special treatment. Also of interest is the fact that the Business Administration Integrated program at RRC offered cooperative education for the last 13 or 14 years, in which placements at banks had been made, but that the program had been eliminated this year due to a lack of enrollment.

Lastly, the Urban Circle Training Centre employs a six-week work placement as a component of their employment training, and the representative expressed that many Aboriginal learners choose to be placed in banks. Further, it was noted that Assiniboine Credit Union and Peace Hills Trust accepted many placements students, and also that Bank of Montreal and CIBC are particularly attentive to the needs of placement students and honour the organization's holistic approach to training.

c) Organizations related to aviation maintenance

Aviation maintenance and aerospace training programs, both at the high school and post-secondary level, have few strategic partnerships with the airline industry. Rather, the Manitoba aerospace industry seems to be more pro-active in terms of striving to take on Aboriginal placement students, although it is important to consider that aerospace companies have been in a better position to hire in recent years than airlines. The Aviation Trades and Technology program at Maples Collegiate has the capacity to place students with Perimeter airlines, but there are currently no Aboriginal students enrolled. At Tec-Voc Collegiate, the Aerospace Manufacturing Machining and Maintenance Orientation program has a partnership with Air Canada, wherein an

employee works with their students. It was observed that the school has not worked as closely with Air Canada as it has with companies in the aerospace industry. The Aviation Maintenance Orientation program at RD Parker Collegiate has dealt with local industry through the Canadian Aviation Maintenance Council Youth Internship program. Neither the Stevenson/RRC Training Centre nor the ENGAP have partnerships with companies in the airline industry. However, the director of the latter noted that the lack of student placements is not a matter of discrimination, but is due to the nature of the industry itself. It was also observed that only mechanical engineers go on to the airline industry, and this is a specialization in which only 2 or 3 ENGAP students are enrolled.

4.1.3 Information Technology

a) Organizations related to both banking and airlines

Educational/employment training organizations offering services related to both the banking and airlines sectors expressed mixed sentiments regarding the effect of the increasing use of IT on Aboriginal employment. The representative from UCN did not seem to perceive the increasing use of IT as a barrier to Aboriginal employment in these sectors, but rather as a challenge to the university itself in terms of ensuring that the equipment and software used in business programs is concordant with that being used by local industry. Similarly, the representatives from each of the Manitoba First Nations Education Research Centre (MFNERC) and the U of M Office of Accessibility observed that northern schools experience financial problems with respect to the integration of technology into the classroom, and also that internet connections are not reliable. The latter interviewee also commented that as a result of such unequal access

to IT, students living on reserves are less knowledgeable in this area than those living in urban centres.

The representative from Partners for Careers made the important comment that recent graduates have more IT knowledge than those who have been out of school for a longer period of time. Neither the Indian and Métis Friendship Centre nor the PATH Resource Centre perceives IT to be a barrier to Aboriginal employment in the banking and airlines sectors. Rather, these interviewees feel that poor mental health, poverty, and a low level of education affect comfort with IT and thus employability equally for Aboriginal and non-Aboriginal people.

b) Organizations related to banking

Of interest is the fact that none of the interviewees from educational/employment training organizations related to the banking sector perceived IT to be a barrier to Aboriginal employment therein. The representative from RB Russell Collegiate felt that absenteeism and a lack of motivation are instead the relevant factors. Similarly, the interviewees from each of ACC, ABEP, and RRC noted that although there is a range of IT proficiency among their students depending on whether or not they arrived from a rural community, by completion of the program there is no difference between Aboriginal and non-Aboriginal graduates. Additionally, the representatives from JobWorks and from the Urban Circle Training Centre feel that IT is in no way a deterrent to Aboriginal learners.

c) Organizations related to aviation maintenance

Among training centres preparing individuals for employment in the aviation industry there is less agreement as to the effect of IT upon Aboriginal employment.

Contacts at Maples Collegiate and Tec-Voc Collegiate acknowledged a difference in terms of IT skills between their Aboriginal and non-Aboriginal students, while the contact at Murdoch MacKay Collegiate had not observed any such inequality. Both the latter interviewee and the representative from Stevenson Aviation/RRC noted that mathematics, science, English and machining skills are more important than computer knowledge in terms to employability in aviation maintenance. Finally, the director of ENGAP observed that IT could hinder the achievement of high grades, to the extent that many students (especially those who are older) have little experience with computers.

4.1.4 Other Barriers

a) Organizations related to both banking and airlines

A range of issues which may create barriers to Aboriginal employment in the banking and airlines sectors was mentioned by interviewees from organizations providing educational/employment training. General labour market discrimination was mentioned by the representatives from UCN, Partners for Careers, the U of M Office of Accessibility, and the Anokiiwin Training Institute. On a related note, it was mentioned that word-of-mouth hiring may serve as a barrier to the extent that Aboriginal people tend to be excluded from this person-to-person “network”. Some interviewees also mentioned that Aboriginal employees tend to be concentrated in entry-level positions, which leads to discouragement. Other barriers to equitable employment in these sectors as perceived by these groups include: a lack of communication between employers and employment services organizations in terms of job skills requirements; unwelcoming physical and emotional environments; an

Aboriginal world-view that is based upon consensus rather than argument and critical thinking; a lack of presence of financial institutions on reserves; centralization of human resources departments in locations outside of Manitoba; lack of education; and a stereotype that employee retention is low among Aboriginal workers. Further, the Aboriginal education specialists consulted suggested that a lack of Aboriginal content and a non-Aboriginal approach creates learning difficulties in the classroom, as does a disparity in funding for First Nations Schools.

b) Organizations related to banking

Organizations providing education and employment training related to the banking sector perceive a variety of barriers to Aboriginal employment therein. Cultural differences were perceived only by the representative from RB Russell Collegiate to be a potential employment barrier. Social issues, such as dependent family members or adjusting to a new living environment were mentioned by representatives from both ACC and ABEP, but both noted that these problems apply equally to non-Aboriginal students. Each of these individuals mentioned a reverse prejudice in the banking sector, in the sense that financial institutions seem quite willing to accept Aboriginal students and graduates into their workforce.

Similarly, the contact at RRC observed that although rate of attrition among Aboriginal students is somewhat high, the success rate for those who complete the course is extremely high. As well, the director of ABEP noted that a lack of training in mathematics at the high school level is a significant barrier to entry in the program, and thus to a career in banking. Additionally, the interviewee from Winnipeg Technical College felt that First Nations Communities are sometimes difficult to contact. This

communication problem may be a barrier to employment in the sense that potential partnerships are not giving the opportunity to come to fruition. Finally, the Urban Circle Training Centre perceives an average level of discrimination in the banking sector, but that their graduates are trained to respectfully mitigate such problems. It was further noted that there is a lack of Aboriginal role models for new Aboriginal employees in the industry, and that this may be problematic to the extent that Aboriginal people tend to emulate those who surround them.

c) Organizations related to aviation maintenance

Institutions preparing Aboriginal students for careers in aviation maintenance listed a few different issues which may present barriers to employment in the field. Both Maples Collegiate and Stevenson Aviation/RRC enumerated educational weaknesses as the primary barrier. The representative from Tec-Voc Collegiate mentioned a lack of financial support as an important issue, as well as a lack of leadership and positive role models in the home. Interestingly, while one high school instructor felt that there are no cultural differences between Aboriginal and non-Aboriginal students, another felt that a difference persists in terms of a tendency for Aboriginal persons to be less conditioned to work hard.

The director of ENGAP noted that barriers may exist for students from northern communities, in terms of lower quality of education and a lack of awareness of opportunity to pursue a career in engineering. The only individual to perceive no barriers whatsoever to Aboriginal employment in the field of aviation maintenance was the instructor from RD Parker Collegiate in Thompson, who perceives at least no prejudice in the industry, if not a reverse prejudice such that students who are aware of

political sensitivities can easily find employment. Further, it was noted that airline companies with a strong presence in northern Manitoba, such as Perimeter and (formerly) Skyward, are progressive companies with strong links to the Aboriginal community. Lastly, it was mentioned that demand in the labour market is so high that ethnicity of program graduates is not even mentioned in conversation, and further, that Cree people may have an advantage because they are tactile learners, and are thus well-suited to employment in aviation maintenance.

4.2 *Companies in the Banking and Airlines Sectors*

The following is a summary, divided into subject areas similarly to the structure of the interviews, of the pertinent information gathered from companies and industry association groups in the banking and air transport sectors.

4.2.1 Airlines

4.2.1.1 Employment Equity Policy

As noted by the Executive Director of the Manitoba Aviation Council (MAC), larger airlines tend to have employment equity policies while smaller companies do not. (Another statement from this individual worth noting is that the industry has identified the importance of encouraging Aboriginal employment.) The individual contacted from Air Canada described the company's employment equity policy as "general" and stated that employment equity is indicated on all of their job advertisements.¹³²

Although WestJet declined to participate in an interview, the company's formal employment equity policy reads as follows:

As a fundamental principle of employment, WestJet recognizes that all persons

¹³² A related clause on the Air Canada website states: "At Air Canada, we promote equality in the workplace. At Air Canada, no person shall be denied employment opportunities or benefits for reasons unrelated to ability." (<http://www.aircanada.com/en/about/career/diversity.html>)

are equal in dignity and human rights without regard to race, religion, colour, sex, sexual orientation, marital and family status, disability, age, convictions for which a pardon has been granted or national or ethnic origin. In particular, equal opportunities with respect to hiring, promotion, and training will be assured to all WestJet individuals.

Furthermore, and in recognition of the Canadian Human Rights Act, WestJet will not refuse to hire or have different terms and conditions of employment for any person or class of persons on account of, or relating to, that person's race, religion, color, sex, sexual orientation, marital and family status, disability, age, convictions for which a pardon has been granted or national or ethnic origin.¹³³

While Skyward Aviation does not have an employment equity policy, it was noted by the company's representative that such a strategy is unnecessary due to the nature and geographic area covered by the business. That is, Skyward employs agents in each of the 20 First Nations communities in northern Manitoba that it serves. An important observation made by the company representative is that these employees are not counted in the individual employer reports of the Employment Equity Act because they are "casual" workers, and therefore the actual employment of Aboriginal people may be underreported.

Companies interviewed who do not have an official employment equity policy or did not address the issue in the interview are Keystone Air, Keewatin Air, and Transwest Airways. Of these three companies, the first and third had no Aboriginal employees in Manitoba at the time of the interview, although Keystone Air commented that they have employed Aboriginal people in the past. The two representatives from Calm Air International who were interviewed gave opposing answers when asked if the company had an employment equity policy. Lastly, Northwest Airlines states the following on its website in a well-developed diversity section: "Northwest Airlines is

¹³³ WestJet Individual Employer Employment Equity Narrative Report 2003.

committed to maintaining a corporate culture where men and women of all ages, races, physical abilities, preferences and backgrounds are treated with dignity and respect.”¹³⁴ According to the company representative, they currently maintain 17 staff in Winnipeg and have not hired any new local employees in a couple of years.

4.2.1.2 Recruitment Strategies and Strategic Partnerships

The larger of the Manitoba airlines contacted have more well-developed partnerships with schools and training centres than the smaller companies. As discussed in the interview and in the Skyward Aviation Employment Equity Report 2003¹³⁵, the company has supported the Norway House Cree Nation Employment and Training Services Contribution Agreement by employing a youth from the community as an aircraft maintenance engineer (AME) apprentice at its Thompson maintenance department. Two other partnerships summarized in the Employment Equity report are the receipt of a plaque from The Manitoba Keewatinowi Okimakanak commemorating the “Building Sustainable Workforce Partnership” with the aboriginal community, and the entry into discussion with Keewatin Community College (UCN) to create a pilot training program designed to meet the needs of northern Manitoba communities. Calm Air International was active in setting up a course related to aviation mechanics at RD Parker Collegiate in Thompson, and many students from the course have gone on the work for the company following graduation.¹³⁶

¹³⁴ <http://www.nwa.com/corpinfo/diversity/mission.html>

¹³⁵ Narrative reports on employment equity measures taken by individual employers can be accessed through the Government of Canada Workplace Equity Individual Employer Reports website: http://www.hrsdc.gc.ca/asp/gateway.asp?hr=/en/lp/lo/lsw/we/ee_tools/software/employer_data/index-we.shtml&hs=wzp

¹³⁶ As Perimeter Airlines did not respond to interview requests, and as no information on strategic partnerships is provided in the company’s 2003 Employment Equity report, no comment can be made on this topic.

Of the three smaller airlines contacted which have operations in Manitoba, only one has a current partnership with a school or employment training organization. That is, Keystone Air has a partnership with Stevenson Aviation wherein a student is taken on as an AME apprentice. With respect to the other two airlines, Keewatin Air had an informal arrangement with a flight school which ended in the summer of 2004. Of note is that no Aboriginal students pilots apprenticed with the company through this program. Lastly, Transwest Airways, which is a Saskatchewan-based company with a base in Lynn Lake, Manitoba, does not have any partnerships with Manitoba schools or training centres.

Two interesting partnerships were mentioned by individuals not representing airlines. First, Aeroguard works with the MMF-PRI to hire Aboriginal pre-boarding passenger screening staff. Secondly, the MAC is helping to coordinate a new training initiative between industry and training organizations. Particularly, a memo of agreement between Garden Hill First Nation, Sturgeon Creek Collegiate, and an air carrier in Island Lake was being revised at the time of interview. This partnership would create work experience opportunities for interested youth from Garden Hill First Nation by providing them with training and apprenticeships through the Introduction to Aviation program at Sturgeon Creek Collegiate and a flight training school partner (which was unfound at the time of interview). Even if this partnership does not come to fruition, it is significant as recognition of the need for industry partnership with the Aboriginal community, and as a real effort to address this need.

4.2.1.3 Information Technology

A general consensus exists among interviewees that the use of information technology by customer service agents in the airline industry is not a barrier to Aboriginal employment therein. However, it was also noted by the majority of company representatives that some familiarity with computers is required to be a successful applicant for a position as a customer service agent (CSA). For example, The Customer Service Supervisor at Skyward Aviation mentioned that the reservation program CSAs (Skyline) requires a strong memory, and that some knowledge of Microsoft Word and Excel and keyboarding is required among new hires. Nonetheless, it was also stated by this interviewee that the lack of Aboriginal CSAs (the company claimed to employ two Aboriginal CSAs at the time of interview) is not related to insufficient IT skills. Similarly, the representative of Calm Air stated that the only technology requirement for Manitoba employees is keyboarding ability in order to successfully use the reservation system (Amelia). It was further noted that as long as Aboriginal applicants have this skill, IT does not pose a barrier to their employment.

Other individuals who explicitly said that IT did not present a barrier to Aboriginal employment are the representatives from Air Canada, Northwest Airlines and the MAC. The first commented that only a basic knowledge of computers is required as extensive training is provided on-the-job. Customer service and sales experience as well as language ability were said to be more important hiring criteria. Further, it was noted that this language requirement is waived for Aboriginal applicants. With respect to Northwest Airlines, the company has no technical requirements for hiring as all airline software must be learnt on the job. However, it was also noted that applicants with more computer experience may have an advantage.

Lastly, the executive director of the MAC said that he has received the impression that the lack of IT availability and accessibility in northern Manitoba is being rapidly resolved, and thus is not a barrier to Aboriginal employment. Further, it was observed that attitude is a more important hiring criterion in the airline industry than technical skills.

The representative from Keewatin Air was the only interviewee to suggest that unfamiliarity with technology may indeed be a barrier to Aboriginal employment in the airline industry, since some computer knowledge is required to use the reservation system (Skyline). However, this individual also commented that keyboarding skills are not part of their hiring criteria, but that the ability to process information and think through problems while on the telephone are more important factors in hiring decisions.

4.2.1.4 Other Barriers

Although some interviewees mentioned cultural and financial issues as possible explanations, the structure and nature of the airline industry within Manitoba came across as the greatest factor both impeding and facilitating Aboriginal employment. With respect to Air Canada, recent financial difficulties have meant that no new permanent new hiring can occur until all employees who have been laid off are re-hired. Also, the only positions which are recruited for in Manitoba are finance agents and station attendants, leaving limited work opportunities for Aboriginal people and non-Aboriginal people alike. It was also mentioned that the company's HR division is being outsourced as of early June, 2005, which may or may not have a positive impact on employment equity measures. On the positive side, one effect of structural change within the industry on Aboriginal employment is the increasing requirement for airport

security. The Aeroguard representative commented that their staff has increased from 40 employees prior to 9/11 to 130 at the time of interview. Further, Métis applicants may have an advantage as they are more likely to be bilingual.

Regarding Manitoba-based airlines, the heavy presence in northern communities serves to enhance employment opportunities for Aboriginal people. For example, Skyward Aviation has a number of bases in First Nations communities in which the vast majority of agents are Aboriginal. Further, as noted by the Calm Air International representative, Aboriginal CSAs are preferred in order to overcome the language barrier with Inuit-speaking customers, and because customers in the small communities they serve prefer dealing with an individual who was hired locally. However, as noted by the Keewatin Air interviewee, there is less of a need for employees to speak Inuit in the larger centres such as Churchill, Thompson, and Winnipeg, thus Aboriginal applicants do not have the same advantage in these areas. Lastly, the representative from the MAC observed that the Manitoba Government Northern Airports and Marine Transportation Branch trains locally for positions in northern airports because this is the most efficient and effective means of hiring.

Other issues addressed by interviewees include education and accessibility. The former pertains specifically to pilots, as each of the Skyward and Calm Air representatives mentioned that the qualifications required for pilots are quite strict and few Aboriginal applications are received. With respect to accessibility, each of the Calm Air, Skyward, and Aeroguard representatives mentioned that the traveling distance to the airport may be an issue for Aboriginal people, who often do not own a vehicle. Also, a lack of qualified Aboriginal applicants was mentioned by Keystone

Air, while Keewatin Air claimed to receive zero Aboriginal applications regardless of the level of qualifications. The Calm Air representative said that interest among Aboriginal people in employment with the company was high in northern communities, but not in Winnipeg or Thompson. It was further noted by an (Aboriginal) representative from Skyward that there is a lack of awareness in the Aboriginal community of job opportunities in the airline industry. Further, this individual noted that job postings are made to an inter-office Job Bank, which suggests that they may not be sufficiently advertised to the external Aboriginal community.

Lastly, some interviewees made mention of cultural differences when asked about their perceptions of possible barriers to Aboriginal employment in the airline industry. The aforementioned Skyward employee suggested that the weight of responsibility carried for the position is intimidating for Aboriginal people and may help to explain low Aboriginal retention rates. Issues mentioned by the representative from Keystone Air include financial resources, motivation and ability to commit to a long-term training program, and work ethic. A Calm Air representative noted that there is a lack of interest in airlines among the Aboriginal community, and that self-confidence is lacking in applicants. Finally, the MAC representative perceives that Aboriginal people aspiring to be employed in the airline industry experience the same career planning difficulties as non-Aboriginal people, and that the industry is generally receptive of and supportive to Aboriginal employees.

4.2.2 Banking

4.2.2.1 Recruitment Strategies and Strategic Partnerships

a) Chartered Banks

As only two (BMO and CIBC) of the five federally legislated chartered banks with major operations in Manitoba responded to interview requests, additional information on recruitment strategies and strategic partnerships with training organizations was derived from individual employer Employment Equity Reports for 2003. Only information pertaining to Manitoba is included below.

Firstly, BMO attained a recruiting software package (Recruitsoft), which is intended to track recruitment efforts as well as diversity of job candidates. The individual employer report for this bank is rather vague with regards to its Aboriginal recruitment efforts, stating only that:

To attract Aboriginal students to the financial services sector, BMO continues to strengthen and refine relationships with key external groups. Relationships are also being developed with Aboriginal student associations, Aboriginal student centres, and university and college career placement offices across Canada.¹³⁷

Another partnership mentioned in the company's equity narrative report is its provision of 21 bursaries annually to Aboriginal high school students through the Canadian Council for Aboriginal Business' Foundation for the Advancement of Aboriginal Youth. In the interview, other partnerships that were mentioned are a position on the advisory council of Urban Circle, membership to the Manitoba Employment Equity Practitioners Association (MEEPA), and associations with an Aboriginal student group at RRC and with ABEP. Lastly, it was noted that BMO works through an external recruiter who has diversity included in their mandate.

CIBC, which created a new 3-year Employment Equity Plan in 2003, claims to be the "lead corporate sponsor of the National Aboriginal Achievement Awards".¹³⁸ Through its sponsorship of the National Aboriginal Achievement Foundation, the

¹³⁷ 2003 Employment Equity Narrative Report – BMO Financial Group (BMO)

¹³⁸ Canadian Imperial Bank of Commerce 2003 Employment Equity Narrative Report.

company provides scholarships to Aboriginal students and attends the Blueprint for the Future Aboriginal career fairs. In the interview, it was mentioned that CIBC has not had any partnerships with Manitoba Aboriginal organizations for the last two years (that is, since approximately January, 2003) because of conflicts with customer privacy regulations.

With regards to recruitment, the bank has created an internal “Employment Equity Agency” which has the mandate of recruiting and placing Aboriginal peoples (as well as people with disabilities) with CIBC lines of business. This agency also creates positive measures programs and stores resumes from people in these two designated groups, and attends career fairs and conferences. In the interview, the representative noted that CIBC liaises with a job board for equity hiring and posts openings directly with Aboriginal organizations. As well, it was mentioned that the company attended an Aboriginal job fair through the Winnipeg Chamber of Commerce and another in Brandon. In rural areas, recruitment methods are more personal, in the sense that managers will talk to Aboriginal organizations about individuals they know who are seeking employment.

The RBC Employment Equity Narrative Report 2003 (as it pertains to Manitoba) outlines a recruitment strategy which includes attendance at career fairs such as the National Aboriginal Achievement Foundation Blueprint for the Future, as well as senior level diversity councils, committees, and employee forums. It is also noted that the bank makes the majority of its Aboriginal partnerships via the Aboriginal Inclusion Network, which is sponsored by Aboriginal Human Resource Development Council of Canada. With respect to strategic links with training organizations, the Anokiiwin

Recruitment Agency is listed as a partner, as well as the National Association of Friendship Centres (which represents Native Friendship Centres in Manitoba). As well, the RBC Aboriginal Student Awards Program provides five Aboriginal students annually with a scholarship and summer employment. Further, RBC participates in the National Aboriginal Stay in School Program, which provides summer employment opportunities for Aboriginal youth. RBC is also a major funder of the University of Winnipeg's Aboriginal Student Access Initiative, which is intended to ease Aboriginal students' transition to university life.

Scotiabank also is a regular career fair attendee, and has also participated in the Blueprint for the Future event. With respect to strategic partnerships, Scotiabank has partnered with Career Edge, wherein internships are offered to graduates who are Aboriginal people or have a disability. Other partnerships pertaining to Aboriginal people listed in the bank's Employment Equity Report 2003 are: National Aboriginal Achievement Awards (National Aboriginal Achievement Foundation); Aboriginal Inclusion Network (The Aboriginal Human Resource Development Council of Canada); Aboriginal Leadership Workshop (Women in Leadership Foundation); First Nations Mentor-In Residence (First Nation House); First Nations Day (Union of Ontario Indians); IANE Conference (Interprovincial Association on Native Employment); Assembly of First Nations (Platinum sponsor, Assembly of First Nations Circle of Trade); CANDO 2003 Conference (Council for the Advancement of Native Development Officers). Another Scotiabank initiative deserving mention is the Aboriginal Awareness Training program, wherein over 150 employees and managers were educated on Aboriginal cultural and social issues. The next phase of this project

will focus on the establishment of relationships with the Aboriginal community and on hiring and retention of Aboriginal employees.

In its Employment Equity 2003 Narrative Report, TD claims that it held membership to national equity organizations such as the Corporate Equal Opportunity Group (CEOG) and the Conference Board of Canada's Council for Workforce Solutions, and also reinvigorated its approach to partnering with the Career Edge corporation (mentioned above). With regards to its diversity strategy, a new model was adopted in 2003 which recommits the bank to a diversity culture at the grassroots and senior executive levels. Similarly to the Scotiabank initiative described above, TD invested in "Learning to Value Diversity" workshops for 1,200 employees and people managers in the Wealth Management area of the Bank. Relevant career fairs attended by TD include the Blueprint for the Future Career Fair and the Brandon Indigenous Career Fair.

With respect to strategic partnerships with Manitoba and national Aboriginal organizations, TD maintains connections with the Canadian Council for Aboriginal Business, the Interprovincial Association for Native Employment, Career Place, Indian and Northern Affairs, and the Aboriginal Women's web site. The bank also entered into discussions with Spirit Staffing & Consulting Inc, which is located in Alberta but has partnerships across the country. Further, Aboriginal scholarships sponsored by TD included the Aboriginal Education Awards, the National Aboriginal Achievement Foundation scholarships, and the Aboriginal Youth Scholarships through the Foundation for the Advancement of Aboriginal Youth, to name but a few. Lastly, TD increased awareness among Aboriginal people of employment opportunities by

attending conferences such as the “Partnership” conference sponsored by the Aboriginal Workforce Participation Initiative.

b) Aboriginal-Owned Financial Institutions

The First Nations Bank, which was launched by TDBFG and the Federation of Saskatchewan Indian Nations and the Saskatchewan Indian Equity Foundation Inc. in 1996, has one Manitoba branch located in downtown Winnipeg. At the time of interview, approximately two thirds (4 of 6) employees were of Aboriginal descent; since the branch opening two years prior, the proportion of Aboriginal employees had remained constant. Two of these employees occupied entry-level positions, while the other two worked at the mid-management level. In terms of recruitment strategies, the Bank has worked with CAHRD, the Assembly of Manitoba Chiefs, and the Manitoba Métis Federation. The interviewee commented that efforts to recruit directly from these agencies had proven to be extremely successful. With regards to strategic partnerships, First Nations Bank was not involved in any at the time of interview. The representative cited confidentiality of customer information as the reason for the lack of linkages with Aboriginal organizations, although it was mentioned that the company hopes to resolve this issue in the future.¹³⁹

MeDian Credit Union is an Aboriginal-owned closed-bond credit union located in downtown Winnipeg. While the credit union is an equal opportunity employer, the representative noted that it strives to hire Aboriginal employees in order to ensure the comfort of their members. In order to recruit Aboriginal people, the company sources from the HRDC website, as well as from Aboriginal training organizations in Winnipeg

¹³⁹ The above information relating to the First Nations Bank is entirely based upon an interview with a senior-level representative from the Winnipeg branch.

(including Urban Circle). With respect to strategic partnerships, it was said that the company accepted students for short-term work placements in the past but has not done so for a few years. It was further noted that one student from the Urban Circle who had been placed with the credit union was hired upon their graduation from the program.¹⁴⁰

Peace Hills Trust is a trust company owned by the Samson Cree Nation of Hobbema, Alberta. The trust has 8 branch locations across western Canada, including one in downtown Winnipeg. The company's mission statement, as cited on the website, is "'Peace Hills Trust Company will continue to operate a full service company on a national basis with emphasis on the Native communities". With regards to recruitment, the trust's strategy includes placing advertisements in newspapers (with a focus on Aboriginal papers), word-of-mouth, job fairs, and economic development and First Nations conferences. The representative also mentioned that it competes more directly with the First Nations Bank than with MeDian Credit Union, since the latter is smaller in scale. That is, Peace Hills Trust and First Nations Bank have financial dealings with band councils and chiefs, and their lending is more commercial than that of MeDian.

c) Credit Unions

i) Aboriginal Employees

The following summarizes the information given by credit union representatives regarding the proportion of their current employees that is Aboriginal, the retention rate of Aboriginal employees as compared to non-Aboriginal workers, the distribution of

¹⁴⁰ The above information relating to MeDian Credit Union is entirely based upon an interview with a senior-level representative.

Aboriginal employees throughout the corporate structure, and direction of change in the proportion of Aboriginal employees over recent years:

Credit Union	Aboriginal % of total employees	Change in Aboriginal % of total employees over recent years	Retention rate	Distribution within company
Assiniboine	11.7%	Increased relative to 5 years ago, constant for previous 2 years	Turnover rate less than 1%	Entry-level through management
Cambrian	Under 10%	Increasing (could be due to increasing number of self-identified employees)	No difference for individuals with post-secondary education; Low retention for recruits from Aboriginal employment training organizations	Vice-President; Manager; Tellers; Office Clerks
Dauphin Plains	8.3% (3/36); 2 full-time, 1 part-time	Increasing	No difference	Manager of member services; Marketing communications assistant, student
Entegra	None to knowledge of representative	None to knowledge of representative over previous 3 years		
Flin Flon	0	None to knowledge of representative		
MeDian	75%	Constant at 75-85%	Too few non-Aboriginal employees to answer	Throughout
Peace Hills Trust (not a credit union)	85% (approx.)			Spread out from tellers to managers
Portage	7% (Full-time equivalent)	Increasing	No difference	All in entry-level positions (by choice for at least 1 individual)
South Interlake	10% or less (highest in Pine Falls)	Increasing	No difference	At least one Aboriginal person at senior management level
Swan Valley	0	1 in 25-year history		
Vanguard	0	1 in recent past		
Vantis	A few (employees not asked to self-declare)	No change		Clerical administrative
Westoba	Do not keep track, do have	Increasing	About the same for front-line employees;	Concentrated in entry-level positions

	some		on average is lower	(member service representative)
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ii) Recruitment strategies and strategic partnerships

Recruitment strategies and strategic partnerships focusing on the Aboriginal community are nearly nonexistent among the Manitoba credit unions which participated in an interview. That is, the only credit union with a current organized effort to recruit Aboriginal people or to partner with an Aboriginal organization is Assiniboine Credit Union (ACU), although a few others mentioned that they strive to be equal opportunity employers. ACU's approach to Aboriginal employment is designed to meet its policy of having a workforce which represents the diversity of the surrounding community. The interviewee emphasized that the company is not federally legislated to meet diversity regulations, but rather that it chooses to do so out of commitment to employment equity as a business principle. Retention of employees who are members of the designated groups is another corporate goal. As such, a turnover rate for Aboriginal people of less than 1% has been attained, which the interviewee claimed to be 10 times lower than the rate of other similar organizations.

With respect to ACU's partnerships, the company purports to recruit directly from centres where people are making life changes, such as Urban Circle, MAYCAC, RRC, adult learning centres, and Aboriginal job fairs. Urban Circle students are given job shadow opportunities, and are then offered employment upon graduation from the training program. These employees start at entry-level positions, and then efforts are made to advance them through the organization. It was noted that some of these employees have advanced through to the management stream.

A few other credit unions mentioned past partnerships with Aboriginal organizations or initiatives which are beginning to gain momentum. For example, the representative from Vantis commented that the company is putting together an initiative on Aboriginal employment, although it is still without a formal action plan. Also, the interviewee from Cambrian mentioned that the credit union had hired a student the previous summer through the Aboriginal Business Achievement Awards program. This interviewee also noted that the company had worked in previous years with Urban Circle, but that the partnership was unsuccessful. Similarly, Dauphin Plains Credit Union has worked with MAYCAC in the past to hire an Aboriginal student. The representative from Vanguard Credit Union said that the company had attended a job fair at Assiniboine Community College, where a few Aboriginal students inquired about employment, although no applications were received. It should also be noted that one credit union representative expressed a lack of willingness to participate in partnerships with Aboriginal organizations because such situations were perceived to offer no benefits to the company.

4.2.2.2 Information Technology

None of the representatives who had personal experience with Aboriginal applicants or employees perceived information technology to be a barrier to Aboriginal employment in the banking sector. A number of interviewees mentioned that technical skills can easily be taught on the job, and that resumes are not examined for IT skills, although some noted that they do not want to hire individuals with absolutely no computer experience. For example, the representative from Peace Hills Trust commented that employees must have some computer skills, but also that this has not

affected the company's hiring of Aboriginal people. Rather, most made specific mention of the fact that customer service and sales experience and a positive attitude are the primary factors in hiring decisions.

Two credit unions made specific mention of the computer proficiency of employees hired through the Urban Circle Training Centre. That is, the representative from Assiniboine Credit Union noted that this organization frequently requests information on the skills that are required from employees, and then proceeds to teach the necessary programs. As well, the Cambrian representative observed that individuals hired through Urban Circle often have greater proficiency with computers than other employees. The First Nations Bank interviewee said that the Aboriginal community is becoming as astute with IT as the non-Aboriginal community as many individuals have taken computer software courses. Similarly, the representative from MeDian observed that IT has been the backbone of the company's growth, and that their employees (who are 75% Aboriginal) have had no difficulty with its increasing use. Finally, one individual made the astute observation that Aboriginal applicants are typically sought for entry-level positions which do not have IT requirements.

4.2.2.3 Other Barriers

Representatives from financial institutions made similar comments when asked what barriers, apart from IT, may be preventing Aboriginal people from finding employment in the banking sector. Firstly, cultural differences were perceived to be an issue by some employers, although there was no consensus among the group. For example, a few individuals commented that Aboriginal people seem to prefer a work environment where they are surrounded by other Aboriginal people. For this reason,

they may not be attracted to employment in a financial institution (although an interviewee from an Aboriginal-owned company noted that in their case, this would work in their favour), or at a minimum may be intimidated due to a false impression of a “stodgy” work environment. Another cultural difference which received substantial mention is related to overall attitude. That is, at least five employers observed either that Aboriginal applicants are generally less forthcoming during interviews, or that Aboriginal people tend to be less self-confident. All commented that such shyness conflicts with the sales- and service-oriented nature of entry-level banking positions.

Some employers who did not perceive a cultural difference between Aboriginal and non-Aboriginal employees/applicants did note that a lack of previous work experience in the customer service area could be a barrier to the employment of Aboriginal people. Finally, it was noted by one interviewee that Aboriginal people may not “see the value in helping their people by working in a financial institution”.

Secondly, a few employers mentioned that a comparatively lower level of education among the Aboriginal population presents a barrier to their employment in the banking industry. For example, one credit union representative observed that Aboriginal applicants often lack educational qualifications, which prevents the company from hiring them despite its desire to do so. Another observed that “the school dropout rate in this population results in [an] educational level lower than [the] country average, which may result in employment barriers”. Another interviewee made the bold statement that his company had never received an application from an educated Aboriginal person. On a more sensitive level, it was noted by a credit union representative that the Aboriginal population has less access to education than the non-

Aboriginal population. Finally, it was observed that post-secondary education is a requirement for high-level positions, and therefore may be a barrier to advancement through financial organizations by Aboriginal people.

Finally, while many interviewees enumerated a lack of Aboriginal applicants as their explanation for low rates of Aboriginal employees, some employers were aware that their recruitment and retention efforts are insufficient. For example, one chartered bank representative commented that in order to attract Aboriginal applicants, her organization had to do a better job of selling itself to the community as a prospective employer and of promoting Aboriginal employees from within. The CIBC representative commented that the company had created a support group for Aboriginal employees a few years ago, but that the initiative dissolved after only four meetings due to lack of interest. The representative from ACU, which has been successful in its employment equity endeavours, perceived that many other financial institutions do not understand the principles of employment equity and are not sufficiently supportive of a diverse workforce. For instance, ACU provides diversity training to all of its employees, and the company representative observed that such cross-cultural training is lacking from most other organizations' equity strategies. As a final point, one Winnipeg credit union expressed recognition that a stronger approach must be taken, and also articulated frustration with the bias that pervades the comments of her colleagues.

5.0 Looking Forward

The following section presents the observations and opinions of the authors and of a select number of interviewees on the efforts that should be taken to equitably integrate Aboriginal people into the banking and airlines industries.

5.1 *Recommendations for Educational and Training Organizations*

A significant number of interviewees from educational and training organizations suggested that the personal touch is the most effective means of recruiting Aboriginal people for pre-employment programs. For example, 100% of the 2004 entrants to the ABEP were recruited by word-of-mouth. Thus, schools and training centers must expand their recruitment efforts by focusing on direct engagement with the Aboriginal community. An effective example of this strategy is provided by the Aboriginal U-Crew at the University of Manitoba. This group is comprised of seven students from across Manitoba and Northwestern Ontario, and attends university events, visits high schools, hosts campus tours, and provides student services across campus¹⁴¹. By sharing their own experiences as successful students, they encourage and bolster the confidence of prospective Aboriginal students. High schools, post-secondary institutions, and training centers alike could increase their enrollment by engaging in personal and direct recruitment strategies.¹⁴²

Retention is also a serious issue for some vocational programs in Manitoba. It is therefore important to increase the ambient comfort of learning centers, both

¹⁴¹ University of Manitoba 2002 Annual Report:

http://www.umanitoba.ca/publications/reports/annual_report02/annual_report02.pdf

¹⁴² Enrollment may also be increased by locating training programs directly in Aboriginal communities. Murdoch MacKay Collegiate and Maples Collegiate, for example, cited a low response rate as the reason for the failure of their Aboriginal-targeted aviation maintenance programs. The location of these schools in neighbourhoods with low densities of Aboriginal people may explain the lack of response.

physically and non-physically, in order to foster high retention rates among Aboriginal learners. The opening on December 13, 2004 of the University of Manitoba Downtown: Aboriginal Education Center demonstrated an understanding of the importance of physical comfort for effective learning. The director of Aboriginal Focus Programs at the University of Manitoba made the important observation that “In order to be able to learn, students need a place where they can feel comfortable. They need a place that’s pleasurable to be in and that says we believe in you.”¹⁴³ A supportive environment is also instrumental in maximizing the retention rates of Aboriginal training programs. Discussion groups and personal attention were strategies used by the most successful programs, such as Urban Circle. Organizations that are concerned to retain a high proportion of entrants should ensure their facilities are comfortable and that program administrators are personable, encouraging, and compassionate.

Financial constraints emerged as a barrier to enrollment and retention for a number of post-secondary programs. It is clear that there is a lack of internal entrance scholarships and bursaries to universities and colleges, although it is likely that there is also a lack of awareness among applicants of the availability of internal funding. The lack of financial support may be due to insensitivity among educational institutions to the extent of need among Aboriginal students. That is, the director of one Aboriginal university program commented that his students often require additional funding for personal issues or their dependents in order to complete their studies. In other words, the opportunity cost of studying is extremely high for many Aboriginal students, and emergency funds should be made available to accommodate this situation. On the other

¹⁴³ University of Manitoba, 14/12/2004:
<http://myuminfo.umanitoba.ca/index.asp?too=100&eve=8&sec=2&npa=7517>

hand, 52% of Aboriginal people in Manitoba who took postsecondary education applied for financial assistance, and 93% of these individuals did receive some funding. This suggests that financial assistance is indeed available, and that Aboriginal people must increase their efforts to seek out potential sources of funding.

In terms of strategic partnerships, there is significant potential to increase the number of work placements for Aboriginal people in both the banking and airline industries. Such opportunities are more limited in the latter, due to an economic environment which has constrained hiring capacity. Nonetheless, the airline sector has much to learn from companies in the aerospace industry, which many interviewees from aviation maintenance programs mentioned to be particularly proactive in its hiring of Aboriginal graduates. An organization such as the Manitoba Aerospace Human Resources Coordinating Committee, which “works with both secondary and post-secondary institutions to create pathways into [the aerospace] industry¹⁴⁴”, or the creation of a human resources branch of the MAC, could have a significant impact on the number of internships offered in the airline industry by relieving private companies and training centers from the responsibility of setting up partnerships themselves. With respect to banking, the number of financial institutions and training organizations operating in Manitoba renders the creation of a centralized Aboriginal human resources committee unrealistic. Even so, facilities such as the WCC-AEI, MAYCAC, and the Manitoba Association of Friendship Centers have significant potential to facilitate discussion between prospective Aboriginal employees and companies in the banking sector.

¹⁴⁴ <http://www.manitoba-aerospace.mb.ca/>

Interviewees perceived a disadvantage among Aboriginal students in northern Manitoba with respect to their access to mathematics, science, and information technology training at school. As such, educational institutions have a responsibility to make certain that Aboriginal students have the same abilities in these areas as their peers prior to entering a post-secondary program. The most effective means of imparting these skills would be to test the skills of program entrants¹⁴⁵, and then to provide personal tutoring as needed. According to the director of ABEP, the I.H. Asper School of Business is embarking upon a pilot project, wherein math tutoring will be provided to people at whatever level is required. Pre-program training with a personal touch is necessary to ensure high rates of retention and success among Aboriginal students who have not had the same learning opportunities of their urban peers.

With regards to IT skills, a recently announced IBM Canada initiative should have an important effect Aboriginal students' access to technology. On June 21, 2005, IBM announced a national strategy to promote the participation of Aboriginal people in the Canadian economy. The project is to include a \$64,000 investment in a hands-on science program which using data collection for environmental research projects in the Pembina Trails School Division, the provision of \$30,000 worth of program materials and technology to increase exposure to IT in three First Nations communities, the development of an IT career booklet targeted to Aboriginal people, and a commitment to work with the provincial government to develop IT sensitivity education.¹⁴⁶ This

¹⁴⁵ A representative of the Aboriginal Education Directorate commented that provincial testing in Aboriginal communities would be an effective means of improving the math and science skills of Aboriginal students. It was further noted that standardized testing is a local jurisdiction, and therefore it is the decision of communities' authorities whether to perform such testing.

¹⁴⁶ "IBM invests \$64,000 in First Nations program". Winnipeg Free Press: June 21, 2005.

initiative, which may spur similar efforts by competitors in the IT industry, should have a notable impact on the accessibility of IT to northern students and adult learners.

Organizations which have had relatively less success than the Urban Circle Training Centre may be able to improve their retention and success rates by imitating its approach to pre-employment training. Representatives from Urban Circle described their approach as ‘holistic’, ‘culturally relevant’, and ‘soft-skills’ focused. That is, the center works on personal development, which is achieved through the Aboriginal medicine wheel, prior to branching off into specialized employment training. The center also provides a historical look at the experiences of Aboriginal people in Manitoba and invites Aboriginal elders into the classroom to discuss their life experiences. Since the program completion rate is 92% and the success rate (as measured by the number of graduates who continue on to post-secondary education or employment) is 85%¹⁴⁷, it is clear that this combined soft- and hard-skills model is extremely effective.

Furthermore, it was mentioned in an interview with an individual from the banking sector that the Urban Circle strives to ensure that its graduates are equipped with the necessary IT skills. This form of correspondence is an effective means of ensuring the success of Aboriginal graduates and interns in the banking industry. In addition, some organizations commented that companies in the banking and airlines sectors have no interest in their graduates, although they were not making attempts to engage in partnerships themselves. Thus, organizations which respond to demand in the labour market should replace this strategy with a concerted effort to sell their program and their graduates to employers. In other words, the demand for Aboriginal

¹⁴⁷ Statistics provided over the telephone by Urban Circle representative during telephone interview.

workers will not increase until employers are made aware that educated Aboriginal people are an accessible labour resource.

5.2 Recommendations for Companies in the Airlines and Banking Sectors

Not surprisingly, those companies in the airlines and banking sectors which explain their lack of Aboriginal employees by a lack of Aboriginal applicants are also those that have not partnered with the Aboriginal community in a significant way.

While most of these companies expressed that they are equal opportunity employers and that they would be more than willing to hire Aboriginal people, it is clear that not all understand that increasing the proportion of Aboriginal employees is a two-way effort. In other words, Aboriginal training centers must market their graduates more assertively, but companies (credit unions and small airlines in particular) must also reach out more sincerely to the Aboriginal community.

The most effective means of initiating stronger connections would be through a greater number of short-term work placements for Aboriginal students, as these often lead to full-time employment. Furthermore, internships serve as a means by which Aboriginal people without related job experience can develop the soft skills required for the banking/airlines work environment that may not be provided by their training/educational organization. Lastly, schools and training centers that suffer low retention rates among Aboriginal students may see their attendance improve by enhancing the hands-on learning portion of their programs.

The Assiniboine Credit Union model serves as a model of an effective Aboriginal employment strategy in all its aspects. Since the company's board of directors is committed to the cause, it has become engrained as a corporate value. As

such, recruitment and employee development strategies have been extremely successful. That is, by sourcing Aboriginal employees from centers where people are devoted to making life changes, communicating skills requirements to training organizations, providing sensitivity training to all employees, and striving to advance Aboriginal people throughout the organization, ACU has achieved an Aboriginal employee turnover rate of less than 1%, which is 10 times lower than that of similar organizations.¹⁴⁸ This combination of personal dedication to providing employment opportunities to Aboriginal people and efficient, effectual recruitment and retention strategies should be studied by other Manitoba credit unions of similar size.

To elaborate, the interview process revealed that personal dedication to Aboriginal employment among senior-level staff is an important determinant in the effectiveness of employment equity strategies. For example, human resources representatives from Vantis and Dauphin Plains Credit Unions expressed a personal interest in the cause, as well as discontent with the attitudes of other company executives. Accordingly, these two credit unions had Aboriginal employment strategies of some form in the development process, while HR representatives from other companies that did not express a personal interest in the issue were less likely to have strategic partnerships or other efforts underway. The observation that Aboriginal employment strategies are largely subject to the whims of senior staff averts predictions as to whether companies will become more or less pro-active in the future. Nonetheless, it does suggest that informing the executives of companies in the banking and airlines sectors of the availability of an educated Aboriginal workforce may enhance their willingness to partner with the Aboriginal community.

¹⁴⁸ Statistics provided by company representative during telephone interview.

Interviewees were overwhelmingly in agreement that the increasing use of information technology in airlines/banking is not an impediment to Aboriginal employment therein. On the contrary, the lack of a sales-oriented attitude was cited as a primary barrier. (Urban Circle's focus on soft-skills development may explain employers' satisfaction with graduates' on-the-job performance.) Thus, companies that are recruiting for customer service positions must communicate this requirement to the organizations from which they source Aboriginal employees, especially because there is some preconception in the banking and airlines industries that Aboriginal people are prone to have timid personalities.

With respect to the banking sector, a few approaches can be taken to enhance the presence of financial institutions in Aboriginal communities. Firstly, the representative from Dauphin Plains Credit Union mentioned that the company had initiated a number of failed attempts to establish a credit union on a reserve. This effort would have included the training of new staff at Dauphin Plains at no cost to the band. However, the lack of a motivational third-party was said to be the reason why the strategy did not come to fruition. As such, the Credit Union Central or another industry association must step in to mobilize and direct such an initiative. Secondly, the Alternative Financial Services Coalition, which proposes to partner with community businesses to provide basic financial services based upon existing technologies, could provide employment opportunities for Aboriginal people at the "hub" of the operation.¹⁴⁹

¹⁴⁹ See Buckland et al, 2003. "The Rise of Fringe Financial Services in Winnipeg's North End: Client Experiences, Firm Legitimacy, and Community-Based Alternatives." Winnipeg: Winnipeg Inner-City Research Alliance (<http://ius.winnipeg.ca/pdf/fringe.banking.Chesya.pdf>) for further information on the Alternative Financial Services Coalition and fringe banking in Winnipeg's Aboriginal communities.

With respect to the Manitoba airline industry, the recent bankruptcy of Skyward Aviation will have a negative effect on Aboriginal employment levels in two ways. That is, not only will former Aboriginal employees suffer a period of unemployment, but the airline industry will have lost a company with admirable devotion to Aboriginal employment initiatives. Current partnerships with the Aboriginal community, as well as the planned pilot training initiative with UCN, will be lost unless they are adopted by another airline. Nonetheless, the dependence of many northern communities upon air transport contributes significantly to Aboriginal employment opportunities. That is, the requirement of community representatives and of Inuit-speaking customer service agents gives Aboriginal people an advantage in the labour market. Thus, future employment opportunities for Aboriginal people in northern Manitoba are more certain in the airlines than the banking sector, although the same cannot be said for the urban Aboriginal community.

6.0 Appendices

6.1 Tables Accompanying Section 2.1

Credit Unions and Bank Locations by Manitoba Census Division

Census Division	Total Population	Pop. Aged 15 years and over	# of Banks	# of Credit Unions and Caisses Populaires	Total F.I.s	Persons per bank	Persons per Credit Union	Persons aged 15 and over per bank	Persons aged 15 years and over per Credit Union	Persons per F.I.	Persons aged 15 years and over per F.I.	Ab. Identity Pop. As % of Total Pop.	Ab. Origin Pop. As % of Total Pop.	Median Household Income
1	16,335	13,485	2	8	10	8,168	2,042	6,743	1,686	1,634	1,349	13.7%	13.4%	\$39,149
2	50,480	37,570	5	14	19	10,096	3,606	7,514	2,684	2,657	1,977	8.3%	9.4%	\$44,159
3	41,735	31,930	12	14	26	3,478	2,981	2,661	2,281	1,605	1,228	1.4%	2.3%	\$38,778
4	9,815	7,720	5	10	15	1,963	982	1,544	772	654	515	5.2%	6.5%	\$33,567
5	13,620	11,135	7	8	15	1,946	1,703	1,591	1,392	908	742	3.0%	4.4%	\$33,814
6	9,915	7,925	4	4	8	2,479	2,479	1,981	1,981	1,239	991	15.4%	16.2%	\$31,635
7	56,215	46,015	14	10	24	4,015	5,622	3,287	4,602	2,342	1,917	7.6%	9.0%	\$40,328
8	14,430	10,890	2	10	12	7,215	1,443	5,445	1,089	1,203	908	19.4%	19.9%	\$30,623
9	22,520	18,125	6	5	11	3,753	4,504	3,021	3,625	2,047	1,648	18.2%	18.9%	\$38,134
10	9,460	6,980	0	6	6	no banks	1,577	no banks	1,163	1,577	1,163	4.3%	6.4%	\$61,873
12	19,135	15,205	1	2	3	19,135	9,568	15,205	7,603	6,378	5,068	5.1%	6.7%	\$51,103
13	41,420	33,615	6	3	9	6,903	13,807	5,603	11,205	4,602	3,735	10.0%	11.5%	\$56,687
14	16,910	13,880	4	3	7	4,228	5,637	3,470	4,627	2,416	1,983	7.6%	8.8%	\$49,986
15	21,575	17,800	8	16	24	2,697	1,348	2,225	1,113	899	742	8.4%	8.6%	\$31,643
16	10,200	8,090	1	5	6	10,200	2,040	8,090	1,618	1,700	1,348	23.6%	23.9%	\$28,332
17	22,530	18,730	10	9	19	2,253	2,503	1,873	2,081	1,186	986	17.0%	16.8%	\$28,576
18	22,335	17,955	5	10	15	4,467	2,234	3,591	1,796	1,489	1,197	20.2%	21.0%	\$31,607
19	15,700	9,965	1	0	1	15,700	No credit unions	9,965	No credit unions	15,700	9,965	94.5%	94.0%	\$23,315
20	10,860	8,790	3	3	6	3,620	3,620	2,930	2,930	1,810	1,465	14.1%	15.2%	\$30,965
21	22,385	16,680	8	2	10	2,798	11,193	2,085	8,340	2,239	1,668	42.1%	42.5%	\$45,727
22	34,980	22,915	6	1	7	5,830	34,980	3,819	22,915	4,997	3,274	72.8%	72.4%	\$40,115
23	8,970	5,885	1	1	2	8,970	8,970	5,885	5,885	4,485	2,943	69.9%	70.1%	\$42,089

Banks, Credit Unions, and Caisses Populaires in Manitoba Census Divisions

Census Division	# of Banks	# of Credit Unions and Caisses Populaires
1	2 (2 RBC)	8 (6 CUs: 4 South Interlake, 2 Community; 2 Caisses: 2 La Vérendrye)
2	5 (1 RBC; 2 CIBC; 1 BNS; 1 TD)	14 (5 CUs: 1 Agassiz, 1 Community, 2 Niverville, 1 Steinbach; 9 Caisses: 1 Saint-Boniface, 4 La Vérendrye, 4 Provencher)
3	12 (3 RBC; 1 BMO; 5 CIBC; 2 BNS; 1 TD)	14 (11 CUs: 2 Altona, 1 Dufferin, 3 Heartland, 1 Lowe Farm, 3 Agassiz, 1 Rosenort; 3 Caisses: 3 Provencher)
4	5 (4 RBC; 1 TD)	10 (9 CUs: 1 Cypress River, 6 Westoba, 1 Agassiz, 1 Roblin; 1 Caisse: 1 Lourdes)
5	7 (5 RBC; 1 CIBC; 1 TD)	8 (8 CUs: 2 Turtle Mountain, 1 Hartney, 2 Westoba, 2 Virden, 1 Westoba)
6	4 (1 RBC; 2 CIBC; 1 BNS)	4 (4 CUs: 1 Oak Lake, 2 Virden, 1 Vanguard)
7	14 (5 RBC; 3 BMO; 2 CIBC; 2 BNS; 2 TD)	10 (10 CUs: 2 Crocus, 8 Westoba)
8	2 (2 CIBC)	10 (8 CUs: 4 Austin, 1 Cypress River, 2 Tiger Hills, 1 Beautiful Plains; 2 Caisses: 1 Lourdes, 1 Saint-Claude)
9	6 (1 RBC; 1 BMO; 2 CIBC; 1 BNS; 1 TD)	5 (3 CUs: 3 Portage; 2 Caisses: 2 Saint-Claude)
10	0	6 (4 CUs: 1 La Salle, 2 Sanford, 1 Starbuck; 2 Caisses: 2 Elie)
12	1 (1 RBC)	2 (2 CU; 1 South Interlake, 1 Oak Bank)
13	6 (1 RBC; 2 BMO; 1 CIBC; 1 BNS; 1 TD)	3 (3 CUs: 1 Cambrian, 1 South Interlake, 1 Oak Bank)

14	4 (1 RBC; 1 CIBC; 2 TD)	3 (2 CUs: 2 South Interlake; 1 Caisse: Elie)
15	8 (6 RBC; 1 BMO; 1 CIBC)	16 (16 CUs: 7 Vanguard, 1 Erickson, 1 Minnedosa, 1 Turtle Mountain, 1 Beautiful Plains, 4 Strathclair, 1 Sandy Lake)
16	1 (1 RBC)	5 (5 CUs: 4 Vanguard, 1 Roblin)
17	10 (3 RBC; 1 BMO; 3 CIBC; 2 BNS; 1 TD)	9 (8 CUs: 1 Ethelbert, 1 Rorketon & District, 3 Dauphin Plains, 1 Amaranth, 1 Grandview, 1 Ste. Rose du Lac; 1 Caisse: 1 Laurier)
18	5 (5 CIBC)	10 (9 CUs: 2 Arborg, 3 Eriksdale, 2 Gimli, 1 South Interlake, 1 Riverton; 1 Caisse: 1 Elie)
19	1 (1 RBC)	0
20	3 (1 RBC; 2 TD)	3 (3 CUs: 2 Swan Valley, 1 Ethelbert)
21	8 (3 RBC; 2 CIBC; 2 BNS; 1 TD)	2 (2 CUs: 1 Flin Flon, 1 Westoba)
22	6 (3 RBC; 1 CIBC; 1 BNS; 1 TD)	1 (1 CU: 1 Vantis)
23	1 (1 RBC)	1 (1 CU: Vantis)

Sources:

Census Division data: <http://www12.statcan.ca.proxy1.lib.umanitoba.ca/english/census01/products/standard/profiles/>

RBC locations:

<http://www.rbcroyalbank.com/rbc atlas/index.html>

BMO locations:

<http://www4.bmo.com/>

CIBC, BNS, and TD locations:

<http://www.mtsdirectory.com/start>

Credit Union Locations: http://www.creditunion.mb.ca/cu_info/maps.html

Banks and Credit Unions by Winnipeg Neighbourhood

Neighbourhood	# of Credit Unions	# of Banks	Total Financial Institutions	Total Pop.	Total Pop. aged 15 years and over	Persons per bank	Persons per Credit Union	Persons aged 15 and over per bank (Wpg average = 4,748)	Persons aged 15 years and over per Credit Union (Wpg average = 9,316)	Persons per F.I.	Persons aged 15 years and over per F.I. (Wpg average = 3,125)	Median Household Income (Wpg. average = \$43,383)	% Ab. Identity (Wpg average = 8.6%)	% Ab. Origin (Wpg average = 9.6%)
Assiniboine South	1	7	8	35,035	28,285	5,005	35,035	4,041	28,285	4,379	3,536	\$64,793	1.3%	4.6%
St James West	1	6	7	31,715	26,150	5,286	31,715	4,358	26,150	4,531	3,736	\$51,619	1.7%	6.7%
St Boniface East	1	5	6	30,330	24,350	6,066	30,330	4,870	24,350	5,055	4,058	\$58,478	5.5%	6.4%
River East East	1	4	5	26,785	20,860	6,696	26,785	5,215	20,860	5,357	4,172	\$50,293	3.5%	9.6%
St Vital North	1	4	5	26,700	22,230	6,675	26,700	5,558	22,230	5,340	4,446	\$37,133	2.1%	9.9%
Seven Oaks West	1	0	1	19,810	15,560	ERR	19,810	ERR	15,560	19,810	15,560	\$52,820	2.9%	8.8%
St Vital South	2	5	7	33,140	25,690	6,628	16,570	5,138	12,845	4,734	3,670	\$63,951	1.1%	6.3%
Transcona	2	4	6	30,255	23,750	7,564	15,128	5,938	11,875	5,043	3,958	\$52,454	1.2%	8.6%
Fort Garry North	1	6	7	27,325	21,680	4,554	27,325	3,613	21,680	3904	3097	\$62,264	0.6%	3.2%
Inkster East	1	2	3	13,155	9,950	6,578	13,155	4,975	9,950	4,385	3,317	\$32,475	11.9%	23.3%
Inkster West	0	1	1	16,380	12,385	16,380	ERR	12,385	ERR	16,380	12,385	\$60,065	4.1%	7.4%
Downtown West	3	8	11	35,500	28,360	4,438	11,833	3,545	9,453	3,227	2,578	\$33,993	7.8%	12.4%
Fort Garry South	4	6	10	34,750	28,320	5,792	8,688	4,720	7,080	3,475	2,832	\$51,157	2.1%	6.0%

River Heights West	4	6	10	34,370	28,710	5,728	8,593	4,785	7,178	3,437	2,871	\$47,876	1.4%	4.4%
St Boniface West	2	4	6	15,150	12,725	3,788	7,575	3,181	6,363	2,525	2,121	\$31,597	2.0%	12.3%
River East West	5	7	12	37,035	30,840	5,291	7,407	4,406	6,168	3,086	2,570	\$41,333	1.7%	5.8%
Seven Oaks East	5	9	14	31,740	26,220	3,527	6,348	2,913	5,244	2,267	1,873	\$43,736	1.7%	6.7%
Point Douglas South	2	0	2	11,350	8,430	ERR	5,675	ERR	4,215	5,675	4,215	\$18,249	23.4%	37.6%
St James East	5	5	11	26,875	22,475	5,375	5,375	4,495	4,495	2,688	2,248	\$43,876	1.7%	7.8%
Downtown East	11	10	21	28,840	24,415	2,884	2,622	2,442	2,220	1,373	1,163	\$19,763	15.2%	21.5%
Point Douglas North	0	2	2	25,075	19,515	12,538	ERR	9,758	ERR	12,538	9,758	\$32,470	9.2%	20.3%
River East South	0	0	0	17,150	15,530	ERR	ERR	ERR	ERR	ERR	ERR	\$34,484	4.8%	15.9%
River Heights East	0	3	3	21,865	19,295	7,288	ERR	6,432	ERR	7,288	6,432	\$35,392	3.2%	8.3%

Banks and Credit Unions in Winnipeg Neighbourhoods

Neighbourhood	# of Credit Unions	# of Banks
Assiniboine South	1 (1 Assiniboine)	7 (2 CIBC; 1 BMO; 1 RBC; 1 BNS; 2 TD)
St James West	1 (1 Astra)	6 (1 CIBC; 1 BMO; 1 RBC; 2 BNS; 1 TD)
St Boniface East	1 (1 Cambrian)	5 (1 CIBC; 1 BMO; 1 RBC; 1 BNS; 1 TD)
River East East	1 (1 Cambrian)	4 (1 BMO; 1 RBC; 1 BNS; 1 TD)
St Vital North	1 (1 Assiniboine)	4 (1 BMO; 1 RBC; 1 BNS; 1 TD)
Seven Oaks West	1 (1 Entegra)	0
St Vital South	2 (1 Astra, 1 Cambrian)	5 (1 CIBC; 1 BMO; 1 RBC; 1 BNS; 1 TD)
Transcona	2 (2 Transcona)	4 (1 CIBC; 1 BMO; 1 RBC; 1 TD)
Fort Garry North	1 (1 Vantis)	6 (1 CIBC; 2 BMO; 1 RBC; 1 BNS; 1 TD)
Inkster East	1 (1 Astra)	2 (1 CIBC; 1 BMO)
Inkster West	0	1 (1 TD)
Downtown West	3 (1 Cambrian, 1 Civic, 1 Crosstown)	8 (2 CIBC; 1 BMO; 3 RBC; 1 BNS; 1 TD)
Fort Garry South	4 (1 Assiniboine, 1 Cambrian, 2 Vantis)	6 (1 CIBC; 2 BMO; 1 RBC; 1 BNS; 1 TD)
River Heights West	4 (1 Astra, 1 Cambrian, 2 Vantis)	6 (1 CIBC; 2 RBC; 1 BNS; 2 TD)
St Boniface West	2 (1 Belgian, 1 Cambrian)	4 (1 CIBC; 1 BMO; 1 RBC; 1 BNS)
River East West	5 (1 Assiniboine, 1 Astra, 1 Cambrian, 1 Carpathia, 1)	7 (2 CIBC; 1 BMO; 2 RBC; 1 BNS; 1 TD)

	Crosstown)	
Seven Oaks East	5 (1 Alliance, 1 Assiniboine, 1 Cambrian, 1 Carpathia, 1 North Winnipeg)	9 (2 CIBC; 1 BMO; 3 RBC; 1 BNS; 2 TD)
Point Douglas South	2 (1 Carpathia, 1 Entegra)	0
St James East	5 (1 Alliance, 1 Assiniboine, 1 Astra, 1 Cambrian, 1 Vantis)	5 (3 BMO; 1 RBC; 1 BNS)
Downtown East	11 (1 Alliance, 3 Assiniboine, 1 Buffalo, 2 Civic, 1 Crosstown, 1 Vantis, 1 Me-Dian, 1 Winnipeg Police)	10 (2 CIBC150; 1 BMO151; 3 RBC152; 2 BNS153; 2 TD154)
Point Douglas North	0	2 (1 BMO; 1 BNS)
River East South	0	0
River Heights East	0	3 (1 RBC; 1 BNS; 1 TD)

Sources:

Winnipeg Neighbourhood Cluster data:

<http://www.winnipeg.ca/census/2001/>

Bank locations:

2004 Winnipeg Yellow Pages

Credit Union locations:

http://www.creditunion.mb.ca/cu_info/maps.html

150 333 St Mary's & One Lombard Place
151 Portage & Hargrave
152 220 Portage & 540 Main & 382 Portage
153 200 Portage & 363 Broadway
154 444 St Mary's & 201 Portage

Openings and Closures of Banks and Credit Unions by Winnipeg Neighbourhood

Neighbour-hood	Closures	Openings	Net Change	Incidence of Low Income Among Private Households (Winnipeg average = 20.3%)	Aboriginal Identity Population (Winnipeg average = 8.6%)	Aboriginal Origin Population (Winnipeg average = 9.6)	Average Household Income (Winnipeg average = \$53,176)
Seven Oaks East	0	2	+2	16.2%	1.7%	6.7%	\$51,719
St Vital South	1	2	+1	8.7%	1.1%	6.3%	\$71,627
Assiniboine South	1	2	+1	9.7%	1.3%	4.6%	\$87,445
St Boniface East	1	2	+1	10.7%	5.5%	6.4%	\$66,695
Seven Oaks West	1	0	-1	17.5%	2.9%	8.8%	\$57,457
Fort Garry North	2	1	-1	8.9%	0.6%	3.2%	\$73,528
River Heights East	2	0	-2	27.8%	3.2%	8.3%	\$45,194
Fort Garry South	5	3	-2	17.6%	2.1%	6.0%	\$60,413
River East South	2	0	-2	30.1%	4.8%	15.9%	\$38,420
Transcona	3	1	-2	11.1%	1.2%	8.6%	\$56,546
St Boniface West	3	1	-2	27.3%	2.0%	12.3%	\$41,410
St Vital North	4	1	-3	21.6%	2.1%	9.9%	\$46,178
St James West	3	0	-3	13.8%	1.7%	6.7%	\$59,036
River East West	5	1	-4	18.6%	1.7%	5.8%	\$50,068
Point Douglas South	4	0	-4	58.4%	23.4%	37.6%	\$25,489
Point Douglas North	5	0	-5	33.5%	9.2%	20.3%	\$37,766
River Heights West	7	1	-6	15.3%	1.4%	4.4%	\$62,196
Downtown West	9	1	-8	30.3%	7.8%	12.4%	\$39,757
St James East	11	0	-11	16.5%	1.7%	7.8%	\$50,653
Downtown East	16	0	-16	52.6%	15.2%	21.5%	\$27,122
Total	85	18	-67				

Openings and Closures of Banks and Credit Unions in Winnipeg Neighbourhoods

Neighbour-hood	Closures	Openings
Seven Oaks East	0	2 (1 BMO; 1 TD)
St Vital South	1 (1 BMO)	2 (1 BMO; 1 BNS)
Assiniboine South	1 (1 BMO)	2 (1 BNS; 1 TD)
St Boniface East	1 (1 CIBC)	2 (1 BMO; 1 TD)
Seven Oaks West	1 (1 BMO)	0
Fort Garry North	2 (1 CIBC; 1 RBC)	1 (1 BMO)
River Heights East	2 (1 BMO; 1 CIBC)	0
Fort Garry South	5 (2 BMO; 2 CIBC ¹⁵⁵ ; 1 RBC)	3 (1 BMO; 1 CIBC; 1 BNS)
River East South	2 (2 CIBC)	0
Transcona	3 (2 CIBC; 1 RBC)	1 (1 BMO)
St Boniface West	3 (1 BMO; 1 RBC; 1 TD)	1 (1 BMO)
St Vital North	4 (1 BMO; 1 CIBC; 1 TD; 1 BNS)	1 (1 BMO)
St James West	3 (1 CIBC; 1 RBC; 1 BNS)	0
River East West	5 (1 BMO; 1 CIBC; 3 TD)	1 (1 TD)
Point Douglas South	4 (2 CIBC; 1 RBC; 1 TD)	0
Point Douglas North	5	0

¹⁵⁵ Includes branch at University of Manitoba.

	(2 BMO; 1 CIBC; 1 RBC; 1 TD)	
River Heights West	7 (2 BMO; 1 CIBC; 1 RBC; 3 TD)	1 (1 TD)
Downtown West	9 (3 BMO; 1 CIBC; 2 RBC; 1 TD; 2 BNS)	1 (1 BNS)
St James East	11 (1 BMO; 3 CIBC; 3 RBC; 3 TD; 1 BNS)	0
Downtown East	16 (3 BMO; 6 CIBC; 4 RBC; 2 TD; 1 BNS)	0
Total	85	18

Sources:

Bank locations in 1992 and 2004:

MTS phone books, 1992 and 2004 Winnipeg editions

Winnipeg Neighbourhood Cluster data:

<http://www.winnipeg.ca/census/2001/>

6.2 Tables Accompanying Section 3.2

6.2.1 Banking

Permanent Full-Time Employees: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/1	0%	0	0/1	0%	0	0/1	0%	0	0/1	0%	0	0/1	0%
Middle and Other Managers	1	1/51	2.0%	14	14/272	5.1%	1	1/92	1.1%	4	4/125	3.2%	2	2/93	2.2%
Professionals	2	2/75	2.7%	3	3/122	2.5%	3	3/180	1.7%	0	0/9	0%	1	1/84	1.2%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/7	0%	1	1/61	1.6%	0	0/17	0%	3	3/34	8.8%	5	5/62	8.1%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	6	6/128	4.7%	19	19/378	5.0%	0	0/8	0%	5	5/141	3.5%	0	0/2	0%
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a

Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	5	5/98	5.1%	33	33/406	8.1%	4	4/162	2.5%	8	8/107	7.5%	9	9/166	5.4%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	14	14/360	3.9%	70	70/1240	5.6%	8	8/461	1.2%	20	20/417	4.8%	17	17/408	4.2%

Permanent Full-Time Employees Hired: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/4	0%	2	2/16	12.5%	0	0/1	n/a	0	0/3	0%	0	0/1	0%
Professionals	0	0/8	0%	0	0/4	0%	0	0/11	0%	0	0/1	0%	0	0/8	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/2	0%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/16	0%	0	0/11	0%	0	0/2	0%	0	0/8	0%	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	0	0/16	0%	8	8/67	11.9%	0	0/14	0%	0	0/6	0%	1	1/15	6.7%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	0	44	0%	10	10/99	10.1%	0	0/28	0%	0	0/18	0%	1	1/26	3.8%

Permanent Full-Time Employees: Winnipeg															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/1	0%	0	0/1	0%	0	0/1	0%	0	0/1	0%	0	0/1	0%
Middle and Other Managers	1	1/42	2.4%	8	8/176	4.5%	0	0/58	0%	2	2/98	2.0%	2	2/74	2.7%
Professionals	2	2/62	3.2%	3	3/122	2.5%	3	3/131	2.3%	0	0/9	0%	0	0/75	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/7	0%	0	0/52	0%	0	0/16	0%	2	2/27	7.4%	2	2/49	4.1%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	6	6/108	5.6%	15	15/298	5.0%	0	0/8	0%	2	2/97	2.1%	0	0/2	0%
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	5	5/88	4.7%	26	26/357	7.3%	2	2/112	1.8%	6	6/83	7.2%	6	6/134	4.5%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	14	14/308	4.5%	52	52/1006	5.2%	5	5/127	1.5%	12	12/315	3.8%	10	10/335	3.0%

Permanent Part-Time Employees: Winnipeg															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/5	0%	0	0/0	n/a	0	0/1	0%	0	0/2	0%
Professionals	0	0/5	0%	0	0/2	0%	0	0/14	0%	0	0/0	n/a	0	0/3	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/0	n/a	1	1/5	20.0%	0	0/0	n/a	0	0/0	n/a	2	2/10	20.0%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/3	0%	1	1/43	2.3%	0	0/0	n/a	0	0/4	0%	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	1	1/50	2%	20	20/458	4.4%	4	4/231	1.7%	3	3/91	3.2%	1	1/89	1.1%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	1	1/58	1.7%	22	22/513	4.3%	4	4/245	1.6%	3	3/96	3.1%	3	3/104	2.9%

Permanent Part-Time Employees Hired: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Professionals	0	0/0	n/a	0	0/0	n/a	0	0/3	0%	0	0/0	n/a	0	0/0	n/a
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	1	1/1	100%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	1	1/8	12.5%	14	14/196	7.1%	1	1/45	2.2%	1	1/40	2.5%	2	2/6	33.3%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	1	1/8	12.5%	14	14/197	7.1%	1	1/48	2.1%	1	1/40	2.5%	3	3/7	42.9%

Permanent Part-Time Employees: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/5	0%	0	0/3	0%	1	1/3	33.3%	0	0/2	0%
Professionals	0	0/6	0%	0	0/3	0%	0	0/18	0%	0	0/0	n/a	0	0/3	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/0	n/a	1	1/5	20.0%	0	0/0	n/a	0	0/0	n/a	2	2/13	15.4%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/3	0%	1	1/55	1.8%	0	0/0	n/a	1	1/6	16.7%	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	1	1/62	1.6%	32	32/599	5.3%	9	9/341	2.6%	6	6/137	4.4%	3	3/109	2.8%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	1	1/71	1.4%	34	34/667	5.1%	9	9/362	2.5%	8	8/146	5.5%	5	5/127	3.9%

Permanent Full-Time Employees Promoted: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/6	0%	3	3/51	5.9%	0	0/9	0%	0	0/25	0%	0	0/10	0%
Professionals	1	1/8	12.5%	1	1/11	9.1%	0	0/10	0%	0	0/2	0%	0	0/14	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/1	0%	1	1/12	8.3%	0	0/0	n/a	0	0/5	0%	1	1/19	5.3%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/21	0%	2	2/63	3.2%	0	0/1	0%	1	1/16	6.3%	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	0	0/8	0%	2	2/20	10.0%	1	1/5	20/0%	0	0/0	n/a	1	1/12	8.3%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	1	1/44	2.3%	9	9/157	5.7%	1	1/25	4%	1	1/48	2.1%	2	2/55	3.6%

Permanent Part-Time Employees Promoted: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia					
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/2	0%
Professionals	0	0/1	0%	0	0/0	n/a	0	0/5	0%	0	0/0	n/a	0	0/1	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisors	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/5	0%
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/0	n/a	0	0/4	0%	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	0	0/2	0%	2	2/18	11.1%	0	0/12	0%	0	0/2	0%	0	0/4	0%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	0	0/3	0%	2	2/23	8.7%	0	0/17	0%	0	0/2	0%	0	0/12	0%

Salary Summary – Permanent Full-Time Employees: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	% of A Total (14)	A	A / Total	% of A Total (70)	A	A / Total	% of A Total (8)	A	A / Total	% of A Total (20)	A	A / Total	% of A Total (17)
Under \$15,000	0	0/0	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%
\$15,000 - \$19,999	0	0/1	0%	0	0/1	0%	0	0/2	0%	0	0/0	0%	0	0/1	0%
\$20,000 - \$24,999	0	0/27	0%	5	5/30	7.1%	0	0/30	0%	0	0/17	0%	2	2/28	11.8%
\$25,000 - \$29,999	3	3/56	21.4%	24	24/259	34.3%	3	3/84	37.5%	6	6/58	30.0%	4	4/64	23.5%
\$30,000 - \$34,999	2	2/68	14.3%	15	15/211	21.4%	1	1/78	12.5%	5	5/72	25.0%	4	4/81	23.5%
\$35,000 - \$37,499	3	3/24	21.4%	6	6/158	8.6%	0	0/47	0%	0	0/34	0%	4	4/36	23.5%
\$37,500-\$39,999	1	1/18	7.1%	2	2/109	2.9%	1	1/17	12.5%	2	2/30	10.0%	0	0/22	0%
\$40,000-\$44,499	3	3/35	21.4%	6	6/112	8.6%	2	2/45	25.0%	1	1/38	5.0%	1	1/51	5.9%
\$45,000-\$49,999	0	0/31	0%	4	4/82	5.7%	0	0/24	0%	0	0/30	0%	0	0/27	0%
\$50,000-\$59,999	0	0/36	0%	4	4/94	5.7%	1	1/81	12.5%	4	4/53	20.0%	1	1/31	5.9%
\$60,000-\$69,999	2	2/23	14.3%	3	3/75	4.3%	0	0/28	0%	1	1/27	5.0%	0	0/24	0%
\$70,000-\$84,999	0	0/18	0%	1	1/36	1.4%	0	0/9	0%	1	1/29	5.0%	1	1/30	5.9%
\$85,000-\$99,999	0	0/12	0%	0	0/11	0%	0	0/12	0%	0	0/20	0%	0	0/9	0%
\$100,000 and over	0	0/11	0%	0	0/62	0%	0	0/4	0%	0	0/9	0%	0	0/4	0%
Total Employees	14	14/360	n/a	70	70/1240	n/a	8	8/461	n/a	20	20/417	n/a	17	17/408	n/a

Salary Summary – Permanent Part-Time Employees: Manitoba															
	Bank of Montreal			Royal Bank			CIBC			Bank of Nova Scotia			TD		
	A	A / Total	% of A Total (1)	A	A / Total	% of A Total (34)	A	A / Total	% of A Total (9)	A	A / Total	% of A Total (8)	A	A / Total	% of A Total (5)
Under \$5,000	0	0/4	0%	0	0/9	0%	0	0/17	0%	0	0/1	0%	0	0/3	0%
\$5,000-\$7,499	0	0/2	0%	0	0/23	0%	1	1/20	11.1%	0	0/7	0%	0	0/3	0%
\$7,500-\$9,999	0	0/4	0%	1	1/27	2.9%	1	1/28	11.1%	1	1/12	12.5%	0	0/5	0%
\$10,000-\$12,499	1	1/11	100%	2	2/76	5.9%	1	1/33	11.1%	1	1/21	12.5%	1	1/20	20.0%
\$12,500-\$14,999	0	0/7	0%	1	1/82	2.9%	1	1/41	11.1%	0	0/20	0%	2	2/17	40.0%
\$15,000-\$17,499	0	0/17	0%	7	7/73	20.6%	3	3/49	33.3%	3	3/26	37.5%	2	2/24	40.0%
\$17,500-\$19,999	0	0/4	0%	13	13/169	38.2%	1	1/61	11.1%	1	1/19	12.5%	0	0/20	0%
\$20,000-\$22,499	0	0/5	0%	6	6/96	17.6%	1	1/42	11.1%	2	2/19	25.0%	0	0/10	0%
\$22,500-\$24,999	0	0/8	0%	3	3/53	8.8%	0	0/41	0%	0	0/13	0%	0	0/14	0%
\$25,000-\$29,999	0	0/3	0%	1	1/40	2.9%	0	0/21	0%	0	0/7	0%	0	0/8	0%
\$30,000-\$34,999	0	0/3	0%	0	0/14	0%	0	0/7	0%	0	0/0	0%	0	0/2	0%
\$35,000-\$39,999	0	0/0	0%	0	0/4	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%
\$40,000-\$49,999	0	0/2	0%	0	0/1	0%	0	0/2	0%	0	0/1	0%	0	0/1	0%
\$50,000 and over	0	0/1	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%
Total Employees	1	1/71	n/a	34	34/667	n/a	9	9/362	n/a	8	8/146	n/a	5	5/127	n/a

6.2.2 Airlines

Permanent Full-Time Employees: Manitoba															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/6	0%	0	0/0	n/a	0	0/7	0%	0	0/7	0%	0	0/2	0%
Middle and Other Managers	0	0/45	0%	0	0/2	0%	0	0/16	0%	0	0/10	0%	0	0/7	0%
Professionals	1	1/31	3.2%	0	0/0	n/a	0	0/0	n/a	0	0/20	0%	0	0/4	0%
Semi-Professionals and Technicians	3	3/110	2.7%	0	0/4	0%	2	2/45	4.4%	4	4/56	7.1%	0	0/69	0%
Supervisors	0	0/11	0%	1	1/7	14.3%	0	0/3	0%	2	2/6	33.3%	0	0/0	n/a
Supervisor – Craft and Trades	0	0/15	0%	0	0/1	0%	0	0/0	n/a	0	0/1	0%	0	0/6	0%
Administrative and Senior Clerical Personnel	2	2/19	10.5%	0	0/0	n/a	1	1/3	33.3%	0	0/6	0%	0	0/1	0%
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	12	12/610	2.0%	0	0/11	0%	3	3/44	6.8%	5	5/33	15.2%	1	1/39	2.6%
Clerical Personnel	29	29/420	6.9%	0	0/4	0%	5	5/35	14.3%	9	9/45	20.0%	2	2/26	7.7%
Intermediate Sales and Service Personnel	11	11/413	2.7%	1	1/23	4.3%	4	4/43	9.3%	1	1/7	14.3%	10	10/43	23.35
Semi-Skilled Manual Workers	2	2/100	2.0%	0	0/0	n/a	9	9/31	29.0%	3	3/26	11.5%	1	1/13	7.7%
Other Sales and Service Personnel	0	0/3	0%	0	0/0	n/a	1	1/6	16.7%	0	0/0	n/a	1	1/5	20.0%
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	60	60/1783	3.4%	2	2/52	3.8%	25	25/233	10.7%	24	24/217	11.1%	15	15/215	7.0%

Permanent Full-Time Employees Hired: Manitoba															
	Air Canada			West jet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/1	0%	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a
Professionals	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/10	0%	0	0/0	n/a
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	1	1/2	50.0%	2	2/10	0%	0	0/3	0%
Supervisors	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/2	0%	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/5	0%	0	0/1	0%	0	0/5	0%	3	3/12	25.0%	0	0/4	0%
Clerical Personnel	1	1/16	6.3%	0	0/0	n/a	3	3/8	37.5%	2	2/18	11.1%	0	0/4	0%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/6	0%	0	0/3	0%	1	1/2	50.0%	1	1/9	11.1%
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	3	3/9	33.3%	1	1/15	6.7%	3	3/11	27.3%
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	3	3/13	23.1%	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	1	1/21	4.8%	0	0/7	0%	10	10/44	22.7%	9	9/70	12.9%	4	4/31	12.9%

Permanent Full-Time Employees: Winnipeg															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/6	0%	0	0/0	n/a	0	0/1	0%	0	0/7	0%	0	0/2	0%
Middle and Other Managers	0	0/45	0%	0	0/2	0%	0	0/4	0%	0	0/10	0%	0	0/7	0%
Professionals	1	1/31	3.2%	0	0/0	n/a	0	0/0	n/a	0	0/20	0%	0	0/4	0%
Semi-Professionals and Technicians	3	3/110	2.7%	0	0/4	0%	1	1/33	3.0%	4	4/56	7.1%	0	0/69	0%
Supervisors	0	0/11	0%	1	1/7	14.3%	0	0/1	0%	2	2/6	33.3%	0	0/0	n/a
Supervisor – Craft and Trades	0	0/15	0%	0	0/1	0%	0	0/0	n/a	0	0/1	0%	0	0/6	0%
Administrative and Senior Clerical Personnel	2	2/19	10.5%	0	0/0	n/a	0	0/1	0%	0	0/6	0%	0	0/1	0%
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	12	12/610	2.0%	0	0/11	0%	0	0/16	0%	5	5/33	15.2%	1	1/39	2.6%
Clerical Personnel	28	28/393	7.1%	0	0/4	0%	3	3/14	21.4%	9	9/45	20.0%	2	2/26	7.7%
Intermediate Sales and Service Personnel	11	11/413	2.7%	1	1/23	4.3%	2	2/29	7.0%	1	1/7	14.3%	10	10/43	23.3%
Semi-Skilled Manual Workers	2	2/100	2.0%	0	0/0	n/a	5	5/10	50%	3	3/26	11.5%	1	1/13	7.7%
Other Sales and Service Personnel	0	0/3	0%	0	0/0	n/a	1	1/6	16.7%	0	0/0	n/a	1	1/5	20.0%
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	59	59/1756	3.4%	2	2/52	3.8%	12	12/115	10.4%	24	24/217	11.1%	15	15/215	7.0%

Permanent Part-Time Employees: Winnipeg															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Professionals	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a		0/1		0	0/11	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/2	0%
Supervisors	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/4	0%	0	0/0	n/a	0	0/1	0%
Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	8	8/16	50.0%	0	0/2	0%
Intermediate Sales and Service Personnel	4	4/127	3.1%	1	1/42	2.4%	18	18/50	36.0%	0	0/0	n/a	8	8/29	27.6%
Semi-Skilled Manual Workers	2	2/7	28.6%	0	0/4	0%	4	4/14	28.6%	5	5/5	100%	10	10/25	40.0%
Other Sales and Service Personnel	0	0/0	Na	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/2	0%
Other Manual Workers	0	0/0	Na	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	6	6/134	4.5%	1	1/47	2.1%	22	22/68	32.4%	13	13/23	56.5%	18	18/72	25.0%

Permanent Part-Time Employees: Manitoba															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Professionals	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a		0/1		0	0/11	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/2	0%
Supervisors	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/0	n/a	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/4	0%	0	0/0	n/a	0	0/1	0%
Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	8	8/16	50.0%	0	0/2	0%
Intermediate Sales and Service Personnel	4	4/127	3.1%	1	1/42	2.4%	23	23/68	33.8%	0	0/0	n/a	8	8/29	27.6%
Semi-Skilled Manual Workers	2	2/7	28.6%	0	0/4	0%	4	4/19	21.1%	5	5/5	100%	10	10/25	40.0%
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/2	0%
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	6	6/134	4.5%	1	1/47	2.1%	27	27/92	29.3%	13	13/23	56.5%	18	18/72	25.0%

Permanent Part-Time Employees Hired: Manitoba															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Professionals	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/10	0%
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%
Supervisors	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/5	0%	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	6	6/8	75.0%	0	0/0	n/a
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/31	0%	8	8/24	33.3%	0	0/0	n/a	7	7/19	36.8%
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/1	0%	2	2/9	22.2%	4	4/4	100%	9	9/19	47.4%
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	1	1/11	9.1%	0	0/0	n/a	0	0/1	0%
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	0	0/0	n/a	0	0/32	0%	11	11/49	22.4%	10	10/13	76.9%	16	16/50	32.0%

Permanent Full-Time Employees Promoted: Manitoba															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/6	0%	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a
Professionals	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a
Semi-Professionals and Technicians	0	0/2	0%	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a		0/3	
Supervisors	0	0/1	0%	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisor – Craft and Trades	0	0/0	na	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/2	0%	0	0/0	n/a	2	2/4	50%	0	0/0	n/a
Clerical Personnel	0	0/1	0%	0	0/1	0%	0	0/0	n/a	0	0/0	n/a	0	0/1	0%
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	0	0/12	0%	0	0/4	0%	0	0/0	n/a	2	2/7	28.6%	0	0/5	0%

Permanent Part-Time Employees Promoted: Manitoba															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %	A	A / Total	A %
Senior Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Middle and Other Managers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Professionals	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Professionals and Technicians	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%
Supervisors	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Supervisor – Craft and Trades	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Administrative and Senior Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Skilled Crafts and Trades Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Clerical Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Intermediate Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Semi-Skilled Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Sales and Service Personnel	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Other Manual Workers	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a
Total	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/0	n/a	0	0/1	0%

Salary Summary – Permanent Full-Time Employees: Manitoba															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	% of A Total (60)	A	A / Total	% of A Total (2)	A	A / Total	% of A Total (25)	A	A / Total	% of A Total (24)	A	A / Total	% of A Total (15)
Under \$15,000	0	0/0	0%	0	0/0	0%	0	0/0	0%	3	3/6	12.5%	3	3/6	20.0%
\$15,000 - \$19,999	0	0/5	0%	0	0/0	0%	1	1/13	4.0%	7	7/54	29.2%	3	3/35	20.0%
\$20,000 - \$24,999	1	1/31	1.7%	0	0/2	0%	13	13/58	52.0%	3	3/43	12.5%	3	3/31	20.0%
\$25,000 - \$29,999	2	2/24	3.3%	0	0/4	0%	6	6/42	24.0%	3	3/18	12.5%	4	4/43	26.7%
\$30,000 - \$34,999	2	2/23	3.3%	1	1/9	50%	1	1/35	4.0%	5	5/16	20.8%	0	0/19	0%
\$35,000 - \$37,499	5	5/30	8.3%	0	0/8	0%	1	1/13	4.0%	0	0/7	0%	1	1/16	6.7%
\$37,500-\$39,999	20	20/100	33.3%	0	0/5	0%	1	1/11	4.0%	0	0/2	0%	0	0/3	0%
\$40,000-\$44,499	7	7/192	11.7%	1	1/5	50%	0	0/4	0%	0	0/10	0%	1	1/10	6.7%
\$45,000-\$49,999	8	8/418	13.3%	0	0/3	0%	0	0/9	0%	2	2/16	8.3%	0	0/10	0%
\$50,000-\$59,999	6	6/413	10.0%	0	0/3	0%	1	1/28	4.0%	1	1/17	4.2%	0	0/16	0%
\$60,000-\$69,999	5	5/306	8.3%	0	0/5	0%	1	1/10	4.0%	0	0/21	0%	0	0/16	0%
\$70,000-\$84,999	2	2/150	3.3%	0	0/5	0%	0	0/3	0%	0	0/5	0%	0	0/7	0%
\$85,000-\$99,999	0	0/20	0%	0	0/2	0%	0	0/2	0%	0	0/1	0%	0	0/2	0%
\$100,000 and over	2	2/71	3.3%	0	0/1	0%	0	0/5	0%	0	0/1	0%	0	0/1	0%
Total Employees	60	60/1783	n/a	2	2/52	n/a	25	25/233	n/a	24	24/217	n/a	15	15/215	n/a

Salary Summary – Permanent Part-Time Employees: Manitoba															
	Air Canada			WestJet			Calm Air			Skyward			Perimeter		
	A	A / Total	% of A Total (6)	A	A / Total	% of A Total (1)	A	A / Total	% of A Total (27)	A	A / Total	% of A Total (13)	A	A / Total	% of A Total (18)
Under \$5,000	0	0/0	0%	0	0/0	0%	1	1/2	3.7%	0	0/0	0%	4	4/16	22.2%
\$5,000-\$7,499	0	0/0	0%	0	0/0	0%	2	2/9	7.4%	0	0/1	0%	3	3/9	16.7%
\$7,500-\$9,999	0	0/0	0%	0	0/0	0%	4	4/14	14.8%	9	9/11	69.2%	3	3/12	16.7%
\$10,000-\$12,499	0	0/1	0%	0	0/0	0%	7	7/25	25.9%	1	1/3	7.7%	3	3/15	16.7%
\$12,500-\$14,999	1	1/7	16.7%	0	0/32	0%	0	0/2	0%	0	0/2	0%	4	4/9	22.2%
\$15,000-\$17,499	2	2/24	33.3%	0	0/0	0%	13	13/36	48.1%	1	1/3	7.7%	1	1/3	5.6%
\$17,500-\$19,999	3	3/52	50.0%	1	1/2	100%	0	0/0	0%	2	2/2	15.4%	0	0/0	0%
\$20,000-\$22,499	0	0/6	0%	0	0/4	0%	0	0/2	0%	0	0/0	0%	0	0/1	0%
\$22,500-\$24,999	0	0/23	0%	0	0/5	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%
\$25,000-\$29,999	0	0/18	0%	0	0/3	0%	0	0/0	0%	0	0/0	0%	0	0/1	0%
\$30,000-\$34,999	0	0/3	0%	0	0/1	0%	0	0/1	0%	0	0/1	0%	0	0/6	0%
\$35,000-\$39,999	0	0	0%	0	0/0	0%	0	0/1	0%	0	0/0	0%	0	0/0	0%
\$40,000-\$49,999	0	0	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%
\$50,000 and over	0	0	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%	0	0/0	0%
Total Employees	6	6/134	n/a	1	1/47	n/a	27	27/92	n/a	13	13/23	n/a	18	18/72	n/a

6.3 Tables Accompanying Section 4.1

Organization	Description	Website
Anokiiwin Employment Solutions	Aboriginal-owned and operated professional employment agency.	http://www.anokiiwin.com/
Government of Manitoba Department of Education, Citizenship and Youth and Manitoba Advanced Education and Training – Aboriginal Education Directorate	Provides leadership and co-ordination for departmental initiatives in Aboriginal education and training.	http://www.edu.gov.mb.ca/aed/
Manitoba Aboriginal Youth Career Awareness Committee	Provides Aboriginal youth with positive role models, career information, and resources.	http://www.maycac.com (website pending renewal or deletion at time of writing)
Manitoba Association of Friendship Centres – Partners for Careers	Connects qualified Aboriginal graduates with Manitoba employers.	http://www.partnersforcareers.mb.ca/main.html
Manitoba Association of Friendship Centres – Staffing Solutions	Provides individualized employment service to recent (Aboriginal) graduates of high school, university, and training or vocational programs to make a successful transition into the workforce.	http://www.cahrd.org/programs_employment.html
Manitoba Employment Equity Practitioners Association	Provides its members, organizations and the community with leadership, support and professional development in the principles, practices and implementation of Employment Equity.	http://www.meepa.ca/
Manitoba First Nations Education Research Centre	Provides education specialist service delivery to First Nation schools.	http://www.mfnerc.org/
Manitoba Métis Federation Provincial Recruitment Initiative	Strives to establish dynamic partnerships with employers, promoting an inventory of professional, profiled, potential (Métis) employees who match employer defined qualifications criteria.	http://www.mmf.mb.ca/pages/departments/pri/
PATH Resource Centre	Provides in-depth mentoring and support to North End residents as they implement plans of actions to reach their personal and career goals.	http://www3.mb.sympatico.ca/~pathnecr/frameset.htm
University College of the North	Post-secondary institution devoted to community and northern development; reflects the Aboriginal reality and cultural diversity of northern Manitoba.	http://www.keewatincc.mb.ca/

University of Manitoba – Office of Accessibility	Committed to the administration, co-ordination and development of initiatives and programs which enhance accessibility to and participation in the University by all segments of society.	http://www.umanitoba.ca/admin/vp_academic/accessibility/index.shtml
Winnipeg Chamber of Commerce – Aboriginal Employment Initiative	Develops and implements strategic partnerships among the Manitoba businesses and Aboriginal communities to facilitate and promote employment of Aboriginal people in the province.	http://www.winnipeg-chamber.com
Winnipeg Indian and Métis Friendship Centre		Contact: (204) 582-1296
Assiniboine Community College – Department of Business Administration	Prepares graduates for a wide variety of occupations in business and industry. Students specialize in one of six areas: accounting, financial services, human resources, logistics management, management or marketing	http://public.assiniboine.net/xDefault.aspx?tabid=60&mid=374&prgID=20
JobWorks	Funded by Manitoba Education and Training so that resident Manitoba adults can: 1) Earn their Mature Student High School Diploma with NO tuition charge; or 2) Take specific courses that are pre-requisites/preparation for post-secondary education.	http://www.jobworksschool.com/index.htm
RB Russell Collegiate – Business / Computer Technology Program	Provides training in the most recent Microsoft programs. Students will learn about all aspects of working in an office, such as document preparation, telephone techniques and customer service.	http://rbrussell.org/bus-comp.html
Red River College – Business Administration Integrated Program	Designed for applicants who do not meet the admission requirements for the two-year Business Administration program, or who choose to take the program over three years. The program is designed to provide a broad business background so that the graduate may choose a career from a variety of job opportunities in the business community.	http://me.rrc.mb.ca/Catalogue/Default.aspx?Link=Programs.asp?DeliveryCode=F
SEED Winnipeg / Alternative Financial Services Coalition	Non-profit agency that works to combat poverty and assists in the renewal of Winnipeg’s inner city. Helps individuals and groups start small businesses and save money for future goals.	http://www.seedwinnipeg.ca/
Taking Charge!	Non-profit organization that offers programs and	http://www.takingcharge.org/

	services to single parents who are on or eligible for Employment & Income Assistance.	
University of Manitoba – Aboriginal Business Education Program	Provides academic, financial, professional and personal support in preparing students for success in the professional world	http://umanitoba.ca/management/undrgrad/undrgrad_navset.htm
Urban Circle Training Centre Inc.	Community-based, non-profit organization governed by an independent Board of Directors, with expertise in pre-employment training for Aboriginal women and men on social assistance	http://www.webspawner.com/users/urbancircle/
Winnipeg Technical College	Provides secondary and post-secondary students with applied skills training for careers in Health Care, Information Technology, and Skilled Trades.	http://www.wtc.mb.ca/
Maples Collegiate – Aviation Trades & Technology Program	Introduces students to the opportunities available in the aviation industry. Participants will be exposed to the areas of Aircraft Maintenance Engineer (A.M.E.), Airframe Technician, Engine and Propeller Overhaul Technician.	http://www.7oaks.org/maples/indexcou.htm
Murdoch MacKay Collegiate - Metals and Aerospace Technology Program	Designed to provide the student with the skills and knowledge necessary to establish a career in the Manufacturing and Aerospace industries	http://www.mmci.retsd.mb.ca/
RD Parker Collegiate – Aviation Maintenance Orientation Program	Includes: an orientation to the specialized vocabulary in the aviation field; introduction to the location of critical information in the myriad of documents that are found in the aviation field; general knowledge about basic components, structure, materials and hardware associated with fixed and rotary wing aircraft; general knowledge about testing, servicing, maintenance and marshalling of aircraft; safety concerns.	http://www.mysterynet.mb.ca/rdpc/aviation/aviation.html
Red River College - Stevenson Aviation & Aerospace Training Centre	Offers nationally accredited training, designed to give students the skills required to seek employment and career advancement in the aviation maintenance field	http://www.rrc.mb.ca/stevensonaviation/
Tec-Voc Vocational School - Aerospace Manufacturing Machining and Maintenance	Designed to provide students with basic machining skills and to show them the number of possible	http://www.tecvoc.wsd1.org/vocational/auto/index.html

Orientation Program	careers in the industry. Includes a work experience which offers exposure first-hand to the industry and enables the student to "put their foot in the door" for future employment.	
University of Manitoba – Engineering ACCESS Program	Provides an opportunity for students of Aboriginal ancestry, who may not have had access to the resources to obtain the normal prerequisites required to get into, prepare for, and succeed in engineering.	http://www.umanitoba.ca/academic/faculties/engineering/access/

6.4 *List of all Individuals Contacted*

Training/Education				
Organization	Contact	Position	Phone	Interviewed (X = Yes)
Urban Circle	Ruth Murdoch		589-4433	X
Urban Circle	Eleanor Thompson		589-4433	X
University of Manitoba	Barbara Lavallee	Aboriginal Focus Programs	474-6962;474-8039 (assistant)	No response
University of Manitoba	Fred Shore	Office of Accessibility	474-6084	X
University of Manitoba	Dr. Peter Nunoda	ACCESS Programs	474-8099	No response
University of Manitoba	Christine Pierre	Aboriginal Student Recruitment	474-9983;474-7554	No response
University of Manitoba	Randy Hermann	Engineering ACCESS Program	474-8547	X
University of Manitoba	Dr. Wanda Wuttunnee	Aboriginal Business Education Program	474-6405; 261-1423	X
Aboriginal Education Directorate	Helen Settee	Director	945-7886	X
Aboriginal Education Directorate	Sophia Munro	Consultant	945-5308	X
Winnipeg Technical College	Leonard Harapniak		989-6509	X
University College of the North	Connie Pringle	Dean of Business	(204) 677-6392	X
MFNERC	Rocky McKay	Science Consultant	940-7041	X
Jobworks	Louise Evans		453-8351	X
Northwest Métis Council	Danny Menard	Human Resources Development & Training	(204) 638-9485	No response
PATH Resource Centre			927-2307	X
SEED Winnipeg / AFS Coalition	Andrew Douglas		927-9942	X
Partners for Careers	Bill Scott	Director	942.6826	X

Partners for Careers	Michelle Audy		945-3197	X (Aaron)
Yellowquill College	Doreen Beauchamp		953 - 2800	No response
RB Russell Vocational School	Paul Kushnier	Business and Computer Technology Program	589-5301	X
Tec-Voc Vocational School	Jordy Wilson	Aviation	786-1401	X
Tec-Voc Vocational School	Mr. DiFabrizio	Business	786-1401	No response
Sturgeon Creek Collegiate	Joe Vodopivec	Aviation	888-0684	No response
Maples Collegiate	Bob McCormick	Aviation	632-6641	X
Murdock MacKay Collegiate	Peter Brown	Aerospace	958-6460	X
Manitoba Aviation Council	Fred Petrie	Director	794-5528	X
Stevenson Aviation	Brian Harris	Instructor	945-6069	X
Flying Colors			943-9000	No response
MMF	Betty Jesulius			X (Aaron)
Chamber of Commerce Aboriginal Employment Initiative	Crystal Labarero		942-3011 ext. 206	X (Aaron)
Staffing Solutions	Susan			X (Aaron)
MAYCAC	Ron Castell			X (Aaron)
Taking Charge!	Warren LaFreniere			X (Aaron)
Assembly of Manitoba Chiefs	Joanne Green	Director of HR	987-4144	No response
Anokiiwin Group	Elaine Cowan	President	925-2790	X
Anishnaabe Oway-Ishi Inc.	Anthony Niiganii	Program Coordinator	957-7930	No response
Assiniboine Community College	Dean of Business Admin.		1-800-862-6307 ext. 6616 robsonl@assiniboine.net	X
Interprovincial	Loretta Bouillard		945-2741	No response

Association on Native Employment Inc.				
RD Parker Collegiate	Grant Kreuger	Aviation Program	(204) 677-6200	X
Indian & Métis Friendship Centre	Jeff Richard	Employment Counseling Program	586-8441	X
Portage Learning Centre	Kathie Hilderbrand	Employment Skills Program	(204) 857-6304	No response
Creating a Future	Cheryl Rempel (Winkler)	Project Manager	204-325-8008	No response
Keewatin CC Employment Services Centre	Mike Munro		204-627-8576	No response
Canadian Aviation Maintenance Council				No response
Manitoba Transportation and Government Services	Norm Hodge	Manager, Thompson Head Office	(204) 677-6726	No response
Manitoba Equity Practitioners	Jackie Halliburton	Chairperson	986-4603	X
Indian and Inuit Affairs Canada	Laurel Ames		984-2881 fax: 984-6060	No response
Aviation Management Program - Red River College	Robert Dearden		949-8384	X
Business Administration Integrated Program – Red River College	Mary McIntosh		632-2348	X

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