The STM: Making Way For Women

Madame Monica Ricourt
Councillor – Borough of Montréal-Nord
and member of the STM Board of Directors
The STM in a few words …

- Public transit corporation
- Ranked 14th in importance among Québec companies
- Over 9,000 employees
- 56% of its workforce renewed since 2005
- Annual budget of C$1.2 B
The STM in a few words ...

➤ Métro network: 759 cars, 4 lines, 71 km and 68 stations

➤ Bus network: more than 200 lines, 1,705 buses including 8 hybrids and 129 articulated ones

➤ 1.2 million passenger rides per day

➤ Paratransit: 2.7 million trips, 85 minibuses and 14 taxi service providers
150 YEARS OF PUBLIC TRANSPORTATION
The STM is expanding

- Investments of C$110 M since 2007
- Service increase of 21.6% since 2006
- An efficient, comfortable, accessible and environmentally beneficial public transit service
- Customer satisfaction level of 87% (in 2010)
The STM provides 80% of all public transit services in Montréal.
TIMES ARE CHANGING

AND SO ARE WE
Women inside the STM

- One out of three Board members is a woman
- One Executive Committee member out of three is a woman
- The director of bus maintenance is a woman
- One driver out of four is a woman
- Since 2011, a woman representing youth interests sits on the Board of Directors
- An voluntary program of Equal access to employment exists since 1987
## Women – Strength in Numbers

Women have played a part in the company’s growth

<table>
<thead>
<tr>
<th>Position</th>
<th>Year</th>
<th>Nº in 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus driver</td>
<td>1977</td>
<td>1093</td>
</tr>
<tr>
<td>Métro operator</td>
<td>1981</td>
<td>77</td>
</tr>
<tr>
<td>Stock keeper</td>
<td>1984</td>
<td>21</td>
</tr>
<tr>
<td>Chief Executive Officer</td>
<td>1985</td>
<td>3</td>
</tr>
<tr>
<td>Printer</td>
<td>1985</td>
<td>1</td>
</tr>
<tr>
<td>Machinist</td>
<td>1988</td>
<td>3</td>
</tr>
<tr>
<td>Director, bus garage</td>
<td>1989</td>
<td>1</td>
</tr>
<tr>
<td>Chief of operations and station manager</td>
<td>1989</td>
<td>41</td>
</tr>
<tr>
<td>Electro mechanical technician</td>
<td>1989</td>
<td>4</td>
</tr>
<tr>
<td>Electronic component repairer</td>
<td>1995</td>
<td>4</td>
</tr>
<tr>
<td>Forewoman</td>
<td>1996</td>
<td>11</td>
</tr>
<tr>
<td>Trackwoman</td>
<td>1998</td>
<td>8</td>
</tr>
</tbody>
</table>
# Current Representation of Women

<table>
<thead>
<tr>
<th>Position</th>
<th>2000</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd and 4th level management</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>2nd level management</td>
<td>8</td>
<td>36</td>
</tr>
<tr>
<td>1st level management</td>
<td>35</td>
<td>110</td>
</tr>
<tr>
<td>Women bus drivers</td>
<td>575</td>
<td>1093</td>
</tr>
<tr>
<td>Maintenance employees</td>
<td>91</td>
<td>273</td>
</tr>
</tbody>
</table>
Board of Directors

- 3 women
  - Monica Ricourt
  - Marie Turcotte
  - Claudia Lacroix-Perron

Executive Committee

- 3 women
  - Denise Vaillancourt
  - Odile Paradis
  - Sylvie Tremblay
The Board of Directors’ Commitment to Diversity

➤ Creation of a Committee for Ethnic and Social Diversity in 2003. Its mandate is to:

➤ Better understand the social reality of public transit

➤ Promote an open exchange between the STM with women, as employer and service provider, to consider their needs and expectations, those of youth and different ethnic communities
An Innovative Perspective on Diversity

» Creation of a new department, Diversity and Respect for Human Dignity, with a focus on four main topics:

» Gender
» Generations
» Origins and cultures
» Disabled persons
Portrait of STM Diversity

Average age of women: 43.5 years
Methods of Intervention

- Hiring strategies
- Awareness
- Development of skills relating to diversity
- Management support and coaching
Hiring Strategies

To attract female drivers among immigrants, we:

- Established a partnership with the immigrant women’s collective of Quebec and the CAMO (Comité d’adaptation de la main-d’oeuvre – personnes immigrantes)
- Networked within ethnic communities to recruit candidates
- Set up information services
- Organized preparatory workshops with associations
Hiring Strategies

Results:

- Increase in the hiring rate among immigrant women
- Increase in the success rate of the selection process
- Increase in the visibility of these pioneers and identification with them, and increase in the number of women who are interested in a career as STM drivers
- Implementation of a network with community groups who know the profile requirements for job applicants
Developing Management Skills

- Co-development group for management
- Mentorship pilot project for women
Co-development Group
Managing Diversity

➤ 1st level managers from different departments within the company

➤ Meetings every three or four weeks to discuss real situations related to managing diversity issues

➤ Learning process that allows participants to reflect, share and increase their effectiveness
Mentorship Pilot Project

Who is it for?
STM female managers (who are being mentored)

Why?
The STM is a traditionally male company
- 24% of company employees are women
- 18% of female employees are managers

By whom?
Female and male managers (mentors)

Period?
9 months, from April to December 2011
Mentorship Pilot Project
General Objective

➢ Stimulate women’s interest in their personal and professional development in their role as managers
Mentorship Pilot Project
Specific Objectives

- Political savvy
- Networking
- Self-confidence
- Knowledge and specific skills
- Sense of belonging
- Breaking the isolation
- State of well-being
Mentorship Pilot Project
General Outline

- 8 meetings – 16 participants
  - 1 male and 7 female mentors
  - Different departments
  - Different management levels
  - Different objectives
Mentorship Pilot Project Testimonials

➢ Before the project:

➢ « When I began working as a manager, I was the only woman for four years. It wasn’t easy.»
➢ « The first year, I was awake nights.»
➢ « We are in 2010, some are still reluctant to accept women.»

➢ During the project:

➢ « It is comforting to know that I’m not the only one, it reassures me.»
➢ « I’m hoping that it won’t end in December and that the program will continue. This project must survive.»
Monitoring

Follow-up of targets set with the *Commission des droits de la personne et des droits de la jeunesse* for the hiring of women, representatives from visible and ethnic minorities, and soon, of the handicapped
Our Awards

Maurice-Pollack Citizenship Award for Equal access to employment program, managing diversity and adapted services, 2004

Award Compétences sans frontières, 2004

Award for Equal access to employment program, 2006, Canadian Urban Transit Association conference (CUTA)

Award for commitment and achievement for Equal access to employment program - Conference on Black history, 2007

Company of the Year Award as diversity champions by the Réseau des Entrepreneurs et Professionnels Africains (REPAF), 2008
Our Awards

> DIVERSITÉ award
  Jeune Chambre de Commerce Haïtienne
2010 Outstanding Public Transport System in North America

« BEST OF THE BEST! » American Public Transportation Association (APTA)
The STM: A Growing Company

- Ambitious projects to continue to provide even more services and increase public transit ridership
Making Way for Women at the STM!
THANK YOU FOR CHOOSING PUBLIC TRANSIT