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Getting Hired

09.23.15

12 pm CT

Advisory Council Meeting

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>> This will be uploaded to the "Getting Hired" web site in just a few days. Once this recording has started we can get going. We're good to start. Okay. So I would like to welcome everyone to the "Getting Hired Advisory Council" meeting. I'm Gabriel and I'm the community specialist for Getting Hired.. today we will hear from Leslie and Cindy, and I would like to welcome you both.

>> Thank you.

>> GABBY: Great to have you here. We will go through a couple of logistics before we get started. Hopefully everyone can hear me okay but if not feel free to type in the chat box if you have problems with audio. And, of course, it's available over the phone, using the conference code. During the presentation everyone will be set to mute apart from our panelists, of course. Any questions that you do have for them, like I said, type in the Q and A box or email me directly, my details are up there and I will pose your questions to Leslie at the end of the USBLN segment before Cindy takes over for the TD Bank portion and then we will field questions for the TD Bank at the end of the second part of the presentation. As with all of our webinars we offer a live captioning service, their link is posted at the bottom there so you can click that for a transcript. We will be emailing all advisory council members a copy of this presentation to follow as well. Here is our agenda for the day. I would like to introduce your presenters before we begin the presentation. As president of Wilson Resources for more than if we want years lessee Wilson has consulted with major corporations, Federal Court, federal and state agencies and private nonprofits in states from coast‑to‑coast. She has been engaging employers through the development and staffing of business leadership networks, BLNs in Florida, Oklahoma and Ohio. With Derrick Shields V.P. of Axiom she developed the self‑equal vagus compliance tool for federal contract ores. As a former job developer for people with disabilities Ms. Wilson has trained thousands of employment service providers in multiple states on delivering high‑quality employment services. She is currently the project leader of the "going For the Gold" project, funded by the various foundations and charitable trusts. The team is working with Boston Scientific, CSX, and others to diversify their work forces to include talented individuals with disabilities.

Cindy DeCastlenuovo works with TD Bank and the chair of the diversity leadership team to formulate a diversity and inclusion strategy in support of TD's unique and inclusive culture. The diversity and inclusion team is accountable for working with the diversity subcommittees and employee resource groups to share best practices in order to share diverse talents. Prior to this role Cindy was the program manager for the U.S. talent acquisition supporting the recruitment team from Maine to Florida. She was responsible for ensuring acquisition procedures and resources and recruitment brands.

Again, thank you very much to both of you for joining us.

>> Thank you.

>> GABBY: Getting hired is one of the USBLN's many partners around the country who are matching dynamic talent with employers. At no charge. Utilizing the same tools and services that we offer to all members and this includes publishing all jobs to our fully accessible job board and the disability of Going for the Gold's brand on the career portal and social media, access to the get willing hired resume database and tools to help track and measure the effectiveness of recruitment activities, participation in our October 7th virtual career fair and hands on customer service to help the going for the gold team get the most from the portal. To date this partnership has been live for less than 60 days, several dozen candidates have been screened by the team on behalf of the employers and a handful of candidates have been submitted for review with hiring managers. We're more excited to learn more about the results as the partnership continues.

I will hand it over to Leslie now and then we can take questions before Cindy takes over.

>> LESLIE: Okay, I think I went too far, good afternoon I'm Leslie Wilson as Gabby mentioned I am the project team leader for the Going for the Gold project, a project of the United States Business Leadership Network. We are missing a slide. I want to talk first about the USBLN, it is very involved in encouraging companies to recruit, hire, retain individuals with disabilities. It helps businesses drive performance, the supply chain in the marketplace and serves as a collective voice of nearly 50 business networks around the country, representing over 5,000 businesses and it is the nation's leading third‑party certification program for disability‑own businesses including businesses owned by service‑disabled veterans. If you're not familiar with the network, please go to the web site which is USBLN.org and I would add unbelievable next week we are having a conference in Austin, Texas and they had to close registration because it was overfull, I think the USBLN is happy with over 700 attendees at its conference. I think over time it's become in demand and we see many, many, of the 700 a vast majority are business people so just a little bit of the USBLN. You're looking at the team slide which is the Going for the Gold slide and this is the team that participants on the Going for the Gold project. Many of you will know Deb Russell, the mother of the Walgreens disability initiative that brought many people with disabilities into their distribution centers, many of you know Deb Dagit the diversity offer at Merck, Emily was the master cord nature tore of jobs, and Keith is the chief strategy officer and then we have a PHR, HR consultant, Lynn who screens all of our candidates and Kelli is our administrative services person. The reason I went through the slide is it's important to know this is a huge project and it does require hands on deck to make it work really well.

So what is Going for the Gold? It's exciting. It is the first project of it's kind in the nation. We have brought together six companies, we call it the cohort model or we could call it a community of practice where in we assist those six companies to create disability inclusion across the enterprise. It's a three‑year pilot project, it's funded out of New York by a foundation, and others. The beauty of it is that it allows companies to share best practices and next practices, but it also allows us to assist them in seeing what other companies are doing. Most recently we had Northrop Gruman speak to us about what they have done to become an employer of choice for individuals and veterans with disabilities.

The hope is over the three years we will assist these companies to become first in class when it comes to disability inclusion but after we go away the success will be sustainable. So we are talking with them about what is sustainable, what they can make sure they are able to do as time goes by. So here are our six companies, Boston scientific, CSX, again motors, Grangier and McKesson. I talk about it all the time, the Peter from Peter Drucker, culture eats strategy for breakfast. What we are helping the companies to do is truly embed inclusion in their companies at all levels. What we are doing and Cindy can attest to this ‑‑ I always say this has more moving parts than the space shuttle.

We are assisting companies to hire the goal is 11,040 individuals with disabilities to be hired. I have no doubt we will exceed that goal, the first year was 30, the second year was 60. The first company came in in March of that year, the second in April and four companies came in between June and July. So the start of the project for each of them is a little different so TD Bank, I think you came in in June, Cindy, of 2014.

When we look at where we are at about a year and a half in, even though some of the companies are only a year and a couple months in we are well over our goal at this point in time, as a matter of fact, we are 50% ahead of schedule, I don't want to say that too loud because I don't want anybody to think, oh, we're done because we certainly are not, we have a lot more to go but it's excite to go see how as time goes by companies in the project are hiring more individuals and veterans with disabilities. We are working closely with the companies on outreach and recruitment as Gabby mentioned. When we started, as she also mentioned we were working with them in getting companies we work with to promote their jobs among individuals with disabilities so we have a great page on the Getting Hired web site and it lists all job ocean currently for the companies we are working with. The hope and the dream is that as we move through this project over three years we will teach the companies we're working with how to find talented candidates with disabilities and on the flip side we will teach our sourcing partners how to work with companies and really do a good job in assisting them to be successful in recruitment and hiring. We believe and I hope Cindy would agree that there is a tremendous return on investment because as you saw this is a really expert team. The team ‑‑ there isn't anything in the area of disability including that this team could not answer a question to. It's just so broad and that's wonderful, we are set up as a team to have project leads so TD Bank has Deb Dagit as their project leader and there are some situations where we share a program lead but the beauty of that is we each get to know our clients in this project extremely well and they us and it works well. As mentioned, when Gabby was doing the introduction the self‑evaluation compliance tool has been used by the companies to benchmark where they are against where they want to be in Section 503 compliance. It's a great tool, I would be happy to send it to you it's a USBN tool, it's online it breaks Section 503 into little chunks, asks yearn questions and allows the company at the end to see what percentage of the questions they answered yes to based on the actual rules. There is no interpretation of the rules it's just a question related to the actual rule. We have embedded lots of resources into the tool so that, for example, if you're answering a question about self‑ID preoffer you can see the regulation and you can also see resources related to self‑identification that will help you. Companies tell me all the time the resource tool is very helpful. We don't talk about which companies did or did not do the Going for the Gold and I can tell you once we received companies scores we helped them find where they needed to be and provided resources to them and are consulting with them on what they need to do to hit 100 in the 2016 DEI. I have to plug TD Bank right now they scored 100 on the first DEI and they did a spectacular job and even at that they have had a presentation and they are looking at some of the things that they didn't respond affirmatively to and see what they can do from there. Increased self identification we have worked with several companies on their self‑ID campaigns, can't say enough about that, it's not just an email sent out from HR, you won't get responses to that, companies have told us they have tried and it hasn't worked out. The companies we work with are doing campaigns and it's allowing them to figure out where they are against the 7 percent goal across job groups. If you come to our workshop on Wednesday afternoon you will see some of the videos and the other things that the companies have done in the Going for the Gold project to increase their self‑ID of candidates with disabilities. Media and business recognition at the USBLN conference the six companies will participate in the plenary session, Cindy will be a panel list and in an interview she will answer questions about what they are doing to become more disability inclusive and over the three years our hope is that each will achieve the gold standard and become an employer of choice with people with disabilities. Northrop Gruman has exceeded that 7% goal and I asked what are you doing that's special that you have achieved that and they said outreach to local entities that are sourcing partners for people with disabilities and creating a reputation as an employer of choice, so it can be done. This is information if you aren't aware of the Disability Equality Index it's for fortune 500 companies and there is a lot of information on the web site including the questions on the DEI for the 2016 DI. If you are interested in participating you can work now to bring your company up to speed and then once you answer the questions you will be in great shape to achieve an 80 or above on the DEI. It's a continuous improvement process, there were many companies that took it the first time around and many did not score 80 the first time around. But they now know what they need to do, it's a great benchmark. I mentioned the 503 tool, it's objective and confidential, and it gives you corporate best practices that can be rep reply indicated and provides resources. I consider it ‑‑ both of these tools benchmarking tools for a company to figure out where they are and where they want to be and that's what our Going for the Gold companies have done. Not all of the things in DEI are part of compliance. They can be very different. Some things overlap but not a lot. Companies that are using both tools are really going to be ‑‑ and meeting the obligation under 503 or scoring between 80 and 100 on the DEI are going to be by virtue of the effort that they have made employers of choice. As Gabby mentioned we are using Getting Hired to assist us in pushing out job descriptions and pulling in not just sourcing organizations but candidates. So for the six companies that we are working with, we have really ‑‑ I'm telling you we have talked to the world on this one, 20 national sourcing partners and an estimated 100 local partners and universities, we focus on the university disability centers because that's where the students with disabilities are registered. For example, a school like Berkeley in California has over 1800 students with disabilities registered there. So if you're an employer that's a great way to connect to college students with disabilities who will be graduating and who will be looking for employment.

So we are also working with them to create the pipeline for candidates with disabilities including disability own enterprises I mentioned that the USBLN is the largest certifier of disability business enterprises including disabled veterans and we have one of the companies now using Adobe as a sourcing partner and it's going very well. That's a neat way of connecting all of the dots. Hot jobs, we love this, we ask companies to give us their hot jobs if you go to the landing sight you will see a list of the jobs from the companies we are working with. We have asked them to identify pilot sites so we can show how this can work really well. For one company we are working with a distribution center in South Carolina as an example and we brought in two sourcing partners from that state to show getting ‑‑ to show this organization, this bits how they could create a sourcing pipeline using these organizations. Right now, all of the candidates that they submit come to the Going for the Gold team and Emily, and ‑‑ work together to determine whether or not this is a good match, Lynne does a telephone interview to make sure it is in fact a good match and then if we're safe and satisfied we feel this is a great candidate, then we will submit that candidate on to the company for consideration. It takes time for the company to be comfortable, for us to find candidates but the pipeline is starting to funnel, I guess, and you see the funnel start to go fill and that's a good thing from our permission active. The other thing that's nice about the pilot sites is it allows the company to try this and see how it works and it allows all of us to work out problems and replicate what the successes are in other sites for each company.

This is a cohort of companies and it's a community practice. I think Cindy would agree that companies come prepared to be open with each other and they trust each other on what is working, what's not work, what do they need to do better. The team nurture and supports and encourages companies to discuss the issues and helps them move things along and incorporate the disability inclusion.

One of the things I would mention that I didn't is the way we are set up. Each company has an executive sponsor for the Going for the Gold project so that's somebody on the leadership team, and they worked with us and we came up with project managers. Our project managers in my opinion and Cindy don't tell anybody I said this I feel like our project managers are truly our champions, they're embedded in the companies and Cindy happens to be one of our project managers and she is crucial to our success with the Going for the Gold project. The project managers kind of navigate the entire company, they are our eyes and ears and they make sure that things continue to move forward in recruiting and hiring people with disabilities, creating a more inclusive workplace, even working with the disability‑owned business enterprises. We have had conversations with the people on the company side with Patricia Richards who is a head of the disability‑owned business enterprise for USBLN. We will have meetings at the USBLN conference, we are bringing OCCP in because our company said we would like to know more from OCCP so that will be a private meeting between the six companies we are working with and OCCP. I mentioned some of the other things we are doing at the conference but the companies share next and best practices and they help us with the development of the resources.

So I am at the 5‑minute mark, that couldn't have worked out better, I must have had a timer sitting on my shoulder. I would love to have any questions that you have. I don't know how you would to handle that, Gabby?

>> GABBY: If you can transfer it back to me as the presenter, then I should be able to manage the questions.

>> LESLIE: Great, here it comes.

>> GABBY: Thank you. Okay, Weaver got a couple of questions here. So going for the gold is obviously tackling a big challenge that I think all of us here on the call can identify with, in terms of trying to fill multiple jobs and locations. One of our attendees is wondering what did you find difficult in terms of identifying partnerships on a local level and have you got any sort of key learnings that you have taken away from trying to build those partnerships?

>> LESLIE: Absolutely. I think one of the things that we have learned the hard way is that whenever we are going to connect one of the businesses at the local level with local sourcing partners, we do prep calls first, so that we bring the sourcing partners together and we say to them, this is where the company is, this is where the company is comfortable, this is what the company expects and these are the things that are not going to be acceptable at this time and kind of commands from you on this piece. Let me give you an example. Job coaching, sometimes the companies we are working with are nervous about job coaching at the job site. Some of them want people to come in and be trained and ready to go.

So we have to caution our sourcing partners, do not bring that up at this time because it's not something ‑‑ we have discussed it with the company it's not something that they're comfortable with. That has been a really big deal, is bringing them together either by conference call or in person at the local level to discuss what the company is looking for, what they want. Also we are looking at resumes, as I mentioned, to make sure that the person is going to be compatible and sometimes we find the resumes to be terrible, I don't know how else to put it, not well done, they don't reflect the person's abilities and skills so we will go back and say to the sourcing partner this is not acceptable and you need to work with this individual on that.

The other thing we found is that sometimes we have really great candidates who we feel are really great but they don't interview well. So this is an issue for us because we have somebody screening doing a prescreen so our prescreener is calling and interviewing the person and discovering ‑‑ this is somebody ‑‑ our prescreener was a recruiter for Walgreen's and has disability recruiting experience as a matter of fact she set it up at one of the company's locations so she is experienced and she is an HR person, comes from the corporate side so she is perfect for us in that regard. This is sometimes where we have an issue because we feel like this is a great candidate but they don't interview well. So we are actually going to have a conference call about that on Friday to discuss what we say back to the sourcing partners about what they need to do to assist it person to really kind of polish their interview skills because we see that as being a problem. On the flip side with the companies at times, like I call this the Goldilocks Paradox, we will have someone extremely well qualified, they may have had a job like this is similar in the past, and the company will say they're overqualified, we don't want to talk to this person. Offenses that overqualified person will be a return to work, someone who had a job, became disabled and say now coming back into the workplace, this is not someone who is typically going to come in for

A little while and then jump to another position so we have to work with the companies to say, please give this person some consideration because we can't say a whole lot but we hope that the candidate will say a little more to explain what their situation is and that they are very interested in this job and the whole by the. So those are some of the things that we're kind of working out and I think what you will find as a business is that you're actually training the sourcing organizations to give you what you want, to polish their skills because that's what I find we're doing in some ways, working with the companies to be more comfortable, to be more inclusive on the flip side we're working with the sourcing organizations, especially with the nonprofit organizations, I'm not talking about or like Getting Hired I'm talking about organizations that operate in communities, we are working with them to become more business focus and had to know how to work with business in a way that is satisfactory. Does that answer your question?

>> GABBY: You have touched on great points.

>> LESLIE: Long‑winded, but we have learned so much.

>> GABBY: At Getting Hired we find the same sort of issues with candidates as you have mentioned there. Like you said, it's, I guess, trying to work closely with the sourcing partners and trying to help each other sort of understand where the candidates are coming from.

>> LESLIE: And I think, too, being open and honest with the sourcing partners about what you want and will accept and won't accept, my favorite axiom is train to the standard, implement the standard so I think if we are opening in the beginning about what it is we want in the end we will get it.

>> GABBY: Yeah, exactly. So just conscious of time we have another question, are companies including all U.S. jobs in the project? Are specific jobs included?

>> LESLIE: All U.S. jobs however we have hot jobs, those that we are focused on, if you go to the Getting Hired Going for the Gold landing page you will see the "hot jobs" that we are working on with the companies. We tell people if you're interested at a job with any of these companies go on the career sites, find a job you are interested in, let us know the numbers, we have to have identifiers from the job site and then send it to us, we can begin to work with you and figure out who the best person is. One of the beauties of this project if we can find somebody who we believe is qualified we become the champion to help them get noticed. We can't assure them a job in any way, but typically when you apply online we can make sure the person gets noticed if we feel and are sure this is a qualified candidate.

>> GABBY: Just sliding in one more question, conscious of taking up too much of Cindy's time. You mentioned sort of training, you've got quite a well trained and qualified person actually dealing with the sort of hands on logistics of hiring some of the candidates.

I'm wondering what accommodations you've come across to sort of give why ares of the kind of issues that can come up either as part of the application process or further down the line part of the interview process? Has anything come up so far?

>> LESLIE: Um, yes, our HR person has dealt with that. We have a connection, a talent acquisition person who we will be working with on a specific area in the hot jobs area and then she has worked with them to set that up. I guess my favorite story is an individual who is an engineer but he didn't live in the location where the company was hiring engineers. It took us a long time to get this worked out so I'm not going to make it sound like an easy deal where we blinked and it was done but finally a very, very wise, one of the cool people we're working with said you know, I wonder if this gentleman would be interested in becoming a recruiter. We recruit engineers, he would know recruiting and he could work where he lives now and the gentleman had a lot of supports and services and he didn't want to leave them in the city where he was located but it happened that a recruiter could live in that city, so he went to work as ‑‑ he said yeah it will get my foot in the door, I would be great at recruiting engineers so ‑‑ and he has a personal assistant who goes to work with him and at first he was quiet and they were concerned but we were all laughing and we said, yeah, he's an engineer! But what happened was he had really great social media skills and now he's doing training for those talent acquisition folks on social media so it has worked out well but it did take time, some of these things do.

>> GABBY: It's good to know they found a place where they can use his skills and maybe find a place for him.

>> LESLIE: And it's working well.

>> GABBY: Fantastic. I think we should parse on to Cindy now, I don't want to take up too much of her time.

>> LESLIE: She is the better part of this, for sure.

>> GABBY: Okay, Cindy ‑‑

>> CINDY: Not true, not true   
(Chuckles.)

>> GABBY: I'm going to change over to you as presenter and then we should be off.

>> CINDY: Great, thanks Gabby and Leslie for your amazing lead‑in, what I'm hoping that this group will get out of my presentation is everything that Leslie presented, all the tools and process and structure that's put in place and how TD is executing on it. I will provide some examples and obviously be open for questions at the end. As Gabby mentioned in her introduction I've been with TD for about six years. Starting in talent acquisition and becoming our HR diversity manager in May of 2014. I was happy to lead the diversity effort when it became clear that we needed a dedicated focus on recruitment effort in that area. When I came over I was told hey guess what, we have this project for you that you're going to get to lead and it's called Going for the Gold so I took a step back, found out what it was and got excited about this and the partnership with the USBLN has turned out to be a lift for us at TD and particularly our hiring efforts in the individuals with disabilities community.

To Leslie's point I know she was hoping that the cohort companies are seeing return on investment and we did ought of the gate and I'll share examples of that.

One of the reasons we wanted to get involved is culturally TD Bank was ready to promote employer of choice for our diverse talent which is why we put a focus on external recruitment efforts. So I'm going to tell you who TD is. We are located on the east coast so you might not have too much brand recognition. What our organizational and leadership commitment to diversity looks like and the structure we have in place to execute on that commitment. I will also share as I mentioned, some of our best practices for the IWD community and how we are utilizing our opportunity with Going for the Gold to get there.

So quickly for those of you unfamiliar with our brand, TD Bank America is part of the Toronto Dominion Bank Group. We have 80,000 employees, 26,000 in the U.S. alone. We have over 1900 stores in 15 states along the east coast so we operate in every state on the east coast with the exception of Georgia. I get asked all the time when we are moving into Georgia and I don't know the answer to that. One of the great things about us is our WOW culture and if you work at TD you know this symbol and what it means is we have a model brand and culture that begins and ends with our people and what that does for me is makes having an inclusive work environment where our employees can thrive. So it's important to understand our CEO commitment and we're at a good place here. We like to say we have doubled our assets, we have Mike Peterson who is the picture on the top left‑hand corner the President and CEO for TD Bank in the U.S. and he has driven the experience of diversity inclusion at TD. We have a quote from him, "at TD our diversity efforts are driven first and foremost by our own values and business objects active but we hope that by including it in the workplace we can send a powerful and visible message of inclusion to others" and there are buzz words that Mike likes to say quite often particularly "inclusion" he has a true vision that in five years we will have a truly inclusive culture but we want to rely on our own values and the business objectives and he tries to bring diversity in all of his business strategy communications.

We also have Barrett Mesrani and he started this during his tenure at CEO and president here in the U.S. He is always engaged on diversity issues and when he was transitioning to be the CEO for the North American enterprise and he moved to Canada he made sure to share all of this with the leadership team so he is key to what we are doing here from a diversity standpoint.

So the commitment starts at the top and how does it get executed? The answer to that is through the bank's diversity leadership team which is made up of senior executives including Peter Motek and the individuals to the subcommittee. Peter is new to this role and he's just start to go learn more about it but already the change is bringing new energy to the group so this is a great example of when change is a good thing, and the subcommittee is starting to rally around him. Helping him execute on what we're trying to do is a great team of employees so if we think about our subcommittee structure they take the bankwide strategy and execute it to the individuals with disabilities community. Then we have leads that work with the subcommittee to execute plans in their markets and lines of business. So think of it as a pyramid. At the top we have the leadership, right below that we have our subcommittee chairs and in this case Peter who takes that strategy, brings it back to the subcommittee. Then a group of leaders that sits on that subcommittee with him that knows that they need to make an impact in the individuals with disabilities community and then they take that message to their employee resource groups. So it's a structure that's working well for us. We're start to go utilize them more in the Going for the Gold project as well.

Another structural change we have made in TD was a new role that we created called the diversity talent advisor. This role was created in 2014. We wanted to show our commitment to our recruitment effort so we brought somebody into the role, her name is Jocelyn, and her role is creating the funnel. We wanted to show people with this example that it's not always one‑to‑one, sometimes it's about getting your brand out there, putting your arms around the sourcing vehicles that you have in the market and starting to get people interested in applying for TD so even if they're not coming directly from a master job coordinator, they're getting into the TD process and we're starting to see them work their way through the talent process. Some of the things that Jocelyn is responsible are recruiting partners and sometimes she is providing people are education and training so they understand what they are trying to do. She develops a sourcing strategy to reach talent, so staying close to the Going for the Gold project and understanding what our sources are, and she also reports our progress to our diversity leadership team so a group of executives that are particularly interested right now in our progress is and our hiring efforts.

So this role has proven to be beneficial to us and integral in how we are working with USBLN and Going for the Gold. So this slide is just a couple of things that I have pulled out we're focusing on at TD from an individuals with disabilities standpoint. A lot of these are managed by our talent advisor and influenced quite a bit from our Going for the Gold partnership. The first one, the self ID campaign, we called it "Count Me In" this is the program and how it's working as a contractor we knew we needed to comply with Section 503 and we came up with a communication plan. It turns out that we didn't go too far down the path because through Going for the Gold we saw what other companies were doing specifically McKesson who had a video and campaign around what they were doing and we found them to be engaging whereas ours was frankly pretty boring. So we took a step back, thought about what we wanted our brand to be in terms of the "Count Me In" campaign and we asked our employees if we could count them in to self identify. The campaign through vehicles incorporated the importance of self ID but dispelled the myths and discussed the questions employees were going to have about why we were asking for this information and focused on the value of including at TD. We have a video that shows employees and executives talking about why they self ID 'd and we used our company intranet and our communications process to highlight why we wanted people to count themselves in. We are also continuously working on increasing our internal and external partnerships so from an internal perspective we are working more and more with our campus team to see how we can refer candidates to your summer internship program so how are we feeding the campus funnel and we're doing similar things with them that we are doing with the Going for the Gold team in identifying organizations that we can use to feed the talent into the summer internship program. Externally, same thing, looking at external sourcing organizations that can help us find talent that works here at TD Bank. A couple of them that we're reaching out to are our state VRs, working with veteran's organizations and diversify who we are working with and measure the success of the sourcing that they're doing for us. So are we making hires and seeing qualified candidates, do we need to put our energy elsewhere.

We know we have people who identify with the external organizations and we taught to our members and did a bit of a survey to see who they are working with and if they had a recruitment component to them and was this an opportunity for us to source talent. We took that information, compiled it and saw how we could take advantage of relationships from within TD Bank. We thought why would we not use this to expand relationships. One of the things we are putting in place is a new recruiter role and it's not a true recruiter but they will sit on employee resource groups and this person will be the liaison for the employee resource group and the diversity talent advisor so doing things like identifying organizations where our ERG members could have affiliations, representing TD Bank at job fares, helping to identify open roles, and seen here how we are staffing our bilingual positions and using Latino leadership to help us do that.

One of thing that we have seen success with at TD is our yearly participation in disability mentoring day. So what we do is once a year during disability awareness month we have 100 mentors internally at TD matched with 100 mentees from Maine to Florida for one‑day job shadow and last year and we will continue to do this year we engaged our recruitment team to meet with the mentees to talk about the TD interview and application process and why they might want to apply for a role at TD so we are making sure there is a talent acquisition spin on this.

We have taken advantage of the Section 503 compliance tool as Leslie was talking about. We engaged our HR compliance team who at TD manage affirmative action and everything that has to do with the OCCP and we wanted them to be engaged as our diversity talent advisor. We took the tool, went through it, reviewed results and placed the tactics into three buckets. We looked at where we were 100% compliant, we looked at things that were in motion in the bank and how we can get ourselves over the finish line and then we looked at our areas that needed action due to potential risks to the bank. Luckily that third bucket was manageable and we were able to action quickly through a team that got on top of things and made sure we hit that 100% compliance. Many of the things that we are doing and even the things that were already existing were getting support from the Going for the Gold partnership either in direct relationship or just the idea sharing for our Going for the Gold cohorts so we look forward to the sessions where we can share best practices.

Leslie talked about the Going for the Gold process and where TD focused our efforts in terms of our hot jobs in our pilot sites for year 1 were two call centers, one in Maine one in South Carolina and one in Mt. Laurel, an operations position. So we wanted to diversify a little bit. We picked roles that had job families with a clear career path. We wanted to avoid the perception that we were just sourcing people into just a call center job. We wanted to show the talent, the value that they were getting in the roles that we were sourcing them for. So in terms of how we are working with the project team and in particular Emily our master job coordinator and she is a master, she has been so helpful through this, we have our diversity talent advisor working with Emily to bring candidates through the organization to the bank. We did this through two processes, we bring in candidates from the job families, we get them to the recruiter, we know who we need to source them to and the second process is to bring in candidates that are interested in working for TD but may not be a fit for these roles, so to answer the question earlier, what roles are we posting is it just certain roles or all roles in the U.S. we want it to be clear that any role that is open in the U.S. is open through talent sourcing in Going for the Gold. We make sure we put candidates into the normal process and that helps us stay in compliance. The one thing I a say as we are thinking about best practices, I can't say enough about process. Recruiters are process driven and they love to see candidates, shocker, recruiters want to see top candidates but we want them to own the sourcing relationships as we come to the end of the project if a few years. I'm proud to say that we have increased our individuals with disability hires beyond expectation through the project we did meet our goal in year one we are on track to meet our goal for year two and we are working at tracking process as we receive candidates to continue to evaluate our results. As Leslie mentioned we are proud that we were recognized in scoring 100% on the first disability equality index. Some of the things I have listed here are areas where we saw our greatest successes but they're also areas where going into completing the disability equality index we knew we were going to do well so we did an inventory before we completed the survey and had our arms around those successes. So we were in a place where we were defining and tracking measurable goals, we had a council with members who are publically out as having disabilities as alleys. We had centralized accommodations process and we have employee assistance programs for part‑time and full‑time employees and our largest giving campaign is to the special Olympics, which we are proud of. And Leslie mentioned that we are reviewing our opportunities and using this tool as a benchmark to understand where we need to be so even though we were able to answer enough questions affirmatively to score 100 there were some opportunities that we realized as we were completing the survey and through our debrief afterward. So we want to use this as a benchmark to continue to be a leader in the IWD inclusion space. And I think I see we only have 5 minutes left I can't believe I did that on time, so happy to take questions since we have time to do so! Just wanted to say I hope you all had a chance to take something away from this presentation. If I have learned anything since coming into this space in May of 2014 it's that everyone is willing to share and we are trying to achieve the same thing. I'm happy I was able to share and available for follow‑up conversations as needed but for now I'm happy to take questions. Gab

>> LESLIE: Cindy is from New Jersey and I'm from Pennsylvania and we talk fast!

>> GABBY: Like clock work! Cindy, could you hand back the presenter role for me?

There is a question about the disability mentoring day. Which program is it getting hired or another organization that you worked with to do this?

>> CINDY: This came as a recommendation a few years ago through Deb Dagit what is an IWD consultant and I don't want to speak too out of turn but this was something other organizations were doing as part of disability awareness month and she brought the idea to us as something TD might want to do so we created our own program and the way we thought it made most sense for TD and implemented it and this is our third year going into 2015.

>> GABBY: And how successful is the scheme?

>> CINDY: Anecdotally we get great feedback and the mentors are TD Bank mentors, and I say all the time you need to sit down with people from diverse backgrounds to get it but we've had a couple of hires that came out of it, I think we hired three people last year out of the 100 so we were pleased to see that additional bonus.

>> GABBY: That's amazing! And are wondering about how you sourced the mentees for that?

>> CINDY: Good question. So it was something that took a lot of time the first year and it gets easier and easier every year but we used organizations that we already had relationships with through the employee resource group. Where we had to expand to meet our geographic demands was internet research, who was out there in terms of VRs and state agencies ask we were dialing for dollars our first couple of years to make sure we were working with enough organizations to match to the footprint, now in year three through our partnership with the USBLN we have a better grasp on the organizations that are by best fit for TD and we have a growing list of contacts that we're working with for this year.

>> GABBY: That's great, amazing you have some hires out of it as well. I think in a week or so for October. I know AAPD does a national mentoring day as well, can just wondering if it was anything to do with that but separate.

>> CINDY: Similar in concept, probably, because I think this idea was brought to us from what other companies were doing but we tailored it to make sure it made the most sense for TD.

>> GABBY: That's great. Squeeze in another question before we run out of time, in terms of you mentioned working closely with your recruiters. In terms of keeping diversity as sort of a front lines priority.

I'm wondering how important you've found that in terms of training and sort of raising awareness of your sort of diversity priorities through the sort of process of hiring, you know, and making sure that all the people that are on the front line understand what you're being looking for and what to prioritize

>> CINDY: We see it as very important so we realize that none of this is possible without strong leadership and the message being Cascaded from top down and we have 60 recruiters from Maine to Florida who talk to ‑‑ they cover almost every hiring manager on the footprint and there is an opportunity with every conversation they had with a hiring manager to talk about candidates and accommodations and to talk about, are there organizations that you are committed to that you would like to source candidates from.

Because my one person on my team can't do that by herself. We really see our recruitment team as an extension of what we're trying to do and what our message is from an external recruitment standpoint. We do that from a couple of different ways we have two touch points a month, an email newsletter which is link and tools and news articles so it's more self‑led, but then we too a monthly call with them where we talk about success stories and, you know, we thank them for their hard work and share the great work that they are doing on their team to promote diversity.

>> GABBY: Okay, well, it sounds like you're doing an amazing job, clearly you're top of the DEI list so you have successfully managed all the sort of process that are involved and in increasing your work with individuals with disabilities so congratulations it's a great effort.

>> CINDY: Thank you, we're proud.

>> LESLIE: And they should be, they are a progressive company and it's been fun to work with them.

>> CINDY: You're too kind Leslie.

>> LESLIE: Can't wait to be in Austin for the conference.

>> GABBY: I would like to thank everyone, thank you to both our panelists and thank you for all our advisory counsel members for attending. You can see here on the last page of the presentation there is my contact details and Leslie and Cindy have kindly agreed to put their contact details there, too. If you would like to field follow‑up questions, the Going for the Gold project, thank you all for attending, and you will be receiving the presentation by email in the next few days as well.

>> LESLIE: Thank you, Gabby. As I understand sin thanks, everyone.

(End of presentation. )

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