

**NATIONAL CAPITAL COMMISSION**

**2004 Narrative Report  
on  
Employment Equity**

## 2004 Narrative Report on Employment Equity

### I General Overview

### II Quantitative Information

### III Qualitative Measures and Results

- Diversity Committee
- Awareness campaign
- Accommodation
- Recruitment
- Partnerships

### IV Consultations with Employee Representatives

### V Future Strategies

## **I. General Overview**

This is the National Capital Commission's (NCC) annual report as required under the *Employment Equity Act* for the 2004 calendar year.

As a Crown corporation, the NCC is subject to the control and accountability regime set out in *Part X* of the federal *Financial Administration Act*. Crown corporation status allows the NCC to operate at arm's length from the federal government and gives it the independence it needs to apply an objective and impartial process of land use and design approvals to ensure that proposals are appropriate to the region's significance and heritage. A Commission (board of directors) governs the NCC and reports to Parliament through the Minister of Canadian Heritage.

In 1958, Parliament created the NCC as the successor to the Ottawa Improvement Commission (1899) and the Federal District Commission (1927) and authorized it to create a capital that would be worthy of Canada. The mission of the National Capital Commission is to create pride and unity through Canada's Capital Region. Parliament recognized the potential of Canada's Capital Region, when it gave the Commission the power not only to create a beautiful capital, but also to bring it to life with programs that would support the evolution of Canadian nationhood. The NCC is the only Crown corporation mandated to plan, build and use the Capital Region as a meaningful source of pride for Canadians. It does this through the building and maintenance of public spaces, but also through the production and coordination of nationally-significant programming.

The NCC prides itself on:

- being a values-driven employer of choice, respectful of individuals' life balance;
- attracting and maintaining a competent, informed, committed and sustainable workforce;
- being led by efficient, motivating and innovative managers.

We realize our national mandate with dignity, integrity and passion. We embrace a spirit of open communication, cooperation and teamwork to foster a common vision, while professing and putting into practice the values of *respect, well-being* and *commitment*.

## **II. Quantitative Information**

The statistical profile of the National Capital Commission in 2004 indicated a total workforce of 504 employees at December 31; the representation of permanent full-time employees was 77% (390), and that of permanent part-time employees was 2% (11). The representation of temporary employees at 17% (88) is reflected on the date that this part of the workforce attained its peak. The remaining employees (15) were on leave of absence.

It is important to note that given our representation of temporary employees falls below the 20% threshold, they are not included in the quantitative information.

In addition, of the 197 students employed at the Commission in fiscal year 2004-2005 (this represents an increase in size of the existing workforce of about 40%), five (5) were Aboriginal peoples, seven (7) were members of visible minorities and thirteen (13) were persons with disabilities. This represents just under 13% of our total number of students hired from these designated groups.

### **Women**

In 2004, a little less than half the NCC workforce comprising permanent employees consisted of women (49%). Women made up 39% of all senior, middle and other management positions. As well, women represented 44% of all new permanent employees hired, while they also represented 50% of permanent employees terminated. Finally, 91% of all promotions among permanent employees were given to women in 2004.

### Aboriginal Peoples

Aboriginal peoples made up 1.5% of the NCC workforce comprising permanent employees. This compares to the external availability rate of 1.4% for the Ottawa-Hull<sup>1</sup>. They were represented in four of the 14 occupational groups; two-thirds found themselves in the administrative and senior clerical personnel and clerical personnel groups.

### Persons with disabilities

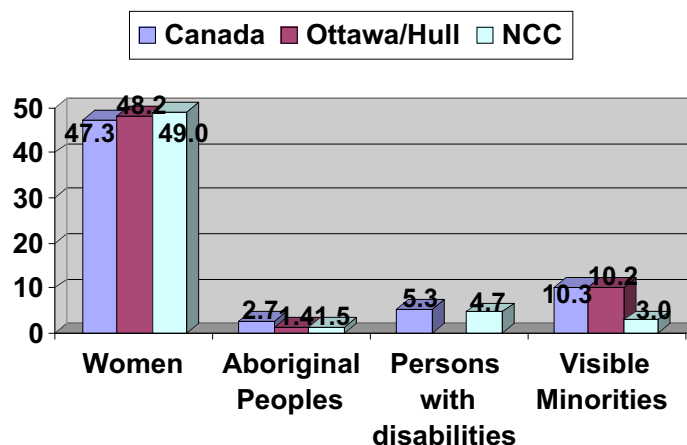
In 2004, the rate of representation of persons with disabilities decreased slightly from 4.9% of the NCC workforce comprising permanent employees to 4.7%. This still compares favorably to the national availability rate of 5.3% (no availability data is on hand for Ottawa-Gatineau).

### Members of visible minorities

In 2004, the representation of members of visible minorities remained relatively unchanged at 3.0% of the NCC workforce comprising permanent employees (as compared to 3.1% in 2003). This compares to the external availability rate of 10.2% for the Ottawa-Hull area. Two-thirds of these employees were found in the professionals occupational group.

### Overall Representation

The Commission's total workforce was found in most of the occupational groups. The highest percentages were found in the areas of administrative and senior clerical personnel and professionals followed by middle and other managers. The comparison of current representation in the NCC with 2001 Ottawa-Hull workforce availability information indicates that a significant representation gap continues to exist for members of visible minorities, while persons with disabilities and Aboriginal peoples find themselves to be adequately represented<sup>2</sup>.



<sup>1</sup> Human Resources and Skills Development Canada (HRSDC), 2001 Employment Equity Data Report, Table 12: Canadian Citizen Workforce Population Showing Representation by Geographic Areas for Women, Aboriginal Peoples, Visible Minorities and Persons with Disabilities

<sup>2</sup> NCC compares itself to the workforce availability in Ottawa-Hull, as the majority of our workforce is drawn from this Census Metropolitan Area (CMA).

### **III. Qualitative Measures and Results**

The National Capital Commission positions itself as a values-driven employer of choice. Embedded in its *Integrated management framework of our human resources* are a series of guiding principles which support its vision and its values, including that of providing a diversified, open, innovative, safe and harassment-free workplace. Several noteworthy initiatives occurred during 2004 (and at the beginning of 2005), and are explained in further detail below.

#### **Diversity Committee**

The NCC Diversity Committee, which includes a member of the Executive Management Committee who has the role of Diversity Champion as well as a union representative, has been in existence since March 2004 and meets on a monthly basis in an effort to assist the NCC in being more diversified, more inclusive and reflective of the Canadian population it serves. Its guiding principles include:

- program selection and program development supports and encourages the relevance of activities of the NCC to all Canadians;
- connections to the various communities will continue to be created to gather their creative input;
- what Canadians see, hear and experience within our programs will be reflective of who we are as a nation;
- efforts will also focus on sensitizing our workforce so that there is wide understanding internally of the value of diversity, and a sense of participation and fairness for all;
- the fair representation of the four designated groups at the NCC will be achieved through active recruitment and retention policies and practices.

Of particular importance is the work that a sub-group of the Committee has accomplished in updating our 3-year employment equity action plan, which includes the following five strategic objectives:

- Accountability
- Awareness
- Recruitment
- Retention
- Career advancement

Work continues on finalizing the plan, to ensure it is operationally feasible and that it includes numerical goals.

#### **Awareness campaign**

An ongoing awareness campaign of matters regarding employment equity and diversity took place through the course of the year (some in collaboration with other federal employers) These awareness events included:

- International Women's Day – in partnership with the Senate of Canada, the NCC set up an information kiosk on March 11 for employees;
- International Day for the Elimination of Racial Discrimination – an information kiosk was organized for employees on March 19;
- Aboriginal Awareness Week (May 21-24) – on May 26, the NCC along with Industry Canada and Canada Firearms Centre co-hosted an event at lunch-time which focused on Métis People;
- National Aboriginal Day (June 21) – message appeared in intranet;
- Canadian Multiculturalism Day – a film entitled Canadian Portraits was presented to employees on June 28;
- Women's History Month (October) – message appeared on intranet;
- National Day of Remembrance and Action on Violence Against Women, whereby in partnership with the Senate of Canada we organized an awareness and fund-raising activity on December 6; and

- Black History Month - a film entitled *Honour Before Glory* was presented to employees in February 2005.

### **Accommodation**

A working group including a union representative was created in January 2005 to develop a policy on workplace accommodation to foster an inclusive, barrier-free and non-discriminatory workplace, thus allowing for the full participation of all its employees, and to ensure the accommodation of prospective employees. Work on the new policy is unfolding at a good rate, and the policy will include a set of guidelines and procedures.

We continue to provide accommodation to employees such as modified work to injured workers and to allow employees to work at home after surgery. Work schedules are also adjusted to provide variable start times where circumstances warrant, and modified work weeks are provided whenever feasible.

Ergonomic assessments of individual workspaces are provided on a priority basis to employees with medical certificates and to others upon request. Employees with disabilities who require that measures be implemented and appropriate adjustments be made in order to accommodate their needs are given immediate attention. During 2004-2005, a total of 43 ergonomic assessments were conducted (including seven done by an external firm) and there were 16 follow-ups with regards to prior ergonomic assessments.

### **Diversity Management**

In February, the Employment Equity Coordinator participated in a workshop at the Canada School of Public Service on the subject of Corporate Culture Change Self-Assessment. He later reported to the Diversity Committee that a Corporate Culture Change Self-assessment 'train the trainer' session was administered in the morning, followed by the afternoon session where the "newly-trained" trainers delivered the workshop to actual managers of the Public Service. A reference chart of contact names for various diversity tools was provided to the members of the Committee.

### **Recruitment**

The NCC posts its external competitions through a variety of networks, including its own website and a number of designated groups organizations.

In an effort to further make known its commitment to the principles of employment equity and to encourage candidates from the designated groups to apply, the NCC includes a statement on all employment opportunity posters to read as follows:

*The National Capital Commission is committed to building a skilled, diverse workforce reflective of Canadian society. As a result, it promotes **employment equity** and encourages candidates to indicate voluntarily in their application if they are a woman, an Aboriginal person, a person with a disability or a member of a visible minority group.*

*The National Capital Commission is committed to developing inclusive, barrier-free selection processes and work environments. If contacted regarding this competition, please advise the departmental official of the **accommodation measures** which must be taken to enable you to be assessed in a fair and equitable manner.*

In addition, enhancements have been made to its electronic recruitment system. When a list of candidates is provided to managers, Human Resources Advisors highlight the candidates that have self-identified as being members of employment equity designated groups.

### **Partnerships**

The Employment Equity and Diversity Subgroup, which was created in November 2003 and which is chaired by the NCC, brings together members of the Canadian Heritage portfolio to:

- Work together, as members of the Canadian Heritage portfolio to share expertise, resources and experiences, with particular emphasis being placed on identifying key priority issues and developing solutions, the goal being to value diversity and achieve full inclusion in our organization.

Thus far, the Subgroup has met seven times since November 2003. This forum is proving to be a fertile ground for brain-storming ideas for initiatives and for sharing best practices. For example, recently one of the members reported on a training experience delivered by a theatre troupe. This organization produces productions pertaining to a particular topic, in this particular case, harassment, for the seminar participants to interpret and to analyze the performance. The member had indicated that it was informative, interactive and innovative and that he was exploring the possibility of using this troupe to produce a screen-play on the subject of diversity. The fees to develop a screen-play could be shared amongst partners within the Canadian Heritage portfolio. This is an example of a partnership to further the diversity program.

### **IV. Consultations with Employee Representatives**

The NCC consults with its employee representatives on matters related to employment equity by way of its Labour-Management Consultation Committee (LMCC) on a periodic basis. At the LMCC meeting of June 10, 2004 an update on employment equity was provided, including a request made by an interest group before the NCC Board of Directors, which resulted in a new procedure whereby all our annual reports on employment equity, multiculturalism and official languages are posted on the external (internet) website. The update also covered the creation of our Diversity Committee, along with its priority to revise and update our employment equity action plan.

Consultations with employee representatives also take the form of the active participation of union representatives in committees and working groups. For example, the Diversity Committee is co-chaired by a union representative, and both the employment equity action plan working group and the workplace accommodation policy working group include union representatives.

### **V. Future Strategies**

The NCC strives to continually renew its efforts in achieving reasonable progress in employment equity. Its Diversity Committee is an important initiative and should continue to move the employment equity file forward in our organization. Once finalized and approved, the employment equity action plan will create the foundation for future strategies:

- In ensuring that the NCC complies with the Employment Equity Act and aims to attain and retain a more diverse workforce;
- In increasing representation of designated group members, in particular members of visible minorities where gaps exist compared to labour market availability in Ottawa-Hull and representation in the federal Public Service in Canada's Capital Region;
- In increasing awareness of employment equity matters among managers and employees.

A detailed workforce analysis is currently underway and, once completed, numerical goals shall be established in an objective manner, depending on the size of the representation gap and labour market availability for the particular job(s). These goals, or targets, will address representation gaps of the designated groups throughout the course of employment: selection, recruitment, retention, and career advancement. These targets could be included and reported upon through the Human Resources Management Memorandum of Understanding (HRM MOU) process, along with other elements of

employment equity that Branches are currently reporting upon by way of the HRM MOU process every four months.

Finally, the NCC has taken stock of its best practices with regards to employment equity and diversity, and it will continue to explore ways of building upon these practices with a view to achieving equitable representation and participation.

<b>Best Practices</b>
Great strides have been made in accomplishing good representation of women within the organization's workforce based on labour market availability and other factors. It is important to continue to track and monitor the NCC's workforce analysis, and career development of this designated group to maintain good representation.
Include on every employment opportunity posting the organization's commitment to employment equity as a means to encourage applicants from designated groups to self-identify and to submit their application.
Ensure that the linguistic requirements of bilingual positions are identified in an objective manner in line with the positions' duties and responsibilities.
Continue to review the NCC's Employment Equity Policy as well as other related policies and procedures and update as required.
Continue to promote diversity commemorative days / weeks.
Continue to actively promote self-identification by attaching the self-identification form to all letters of offer.
Analyse internal data at the NOC level in comparison to external labour market availability data while taking both attrition and turnover rates into account to determine where under-representation exists in order to determine numerical goals.
Maintain the Employment Equity Computerized Reporting System in order to produce legislated annual employment equity report to HRSDC, containing both qualitative and quantitative data on the representation of designated group members for review, publication and dissemination to the public.
Maintain and update the employment equity data screen in PeopleSoft for data treatment and analysis.
Continue to establish and maintain a data trail on all aspects of employment equity for reporting purposes.
Communicate to all highlights from the annual Employment Equity Report to HRSDC and Multiculturalism Report to Canadian Heritage.
Seek partnerships with other federal employers within the Canadian Heritage portfolio to maximize opportunities for interventions while managing costs.



Suzanne Gustafsson  
Executive Director  
Human Resources Branch  
May 2005