

NATIONAL CAPITAL COMMISSION

2002 Narrative Report on Employment Equity

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I. GENERAL OVERVIEW

This is the National Capital Commission's annual report as required under the *Employment Equity Act*. This report describes quantitative information as well as qualitative measures covering the 2002 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 National Capital Region (NCR). Parliament recognized the potential of the National Capital Region, when it gave the Commission the power not only to create a fine physical 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 NCR 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 strives to position itself in the Canadian workforce as an employer of choice. Being a small organization, the NCC needs a broad range of specialized and highly-skilled employees (for example, land-use planners, architects, biologists and recreologists). The present challenges continue to be retaining, developing, inspiring and recognizing employees, along with increasing the rates of representation of designated group members.

II. QUANTITATIVE INFORMATION

The statistical profile of the National Capital Commission in 2002 indicated a total workforce of 501 employees. As of December 31st the representation of permanent full-time employees was 74% (370), and that of permanent part-time employees was 2% (12). The representation of temporary employees at 19% (93) is reflected on the date that this part of the workforce attained its peak, and not what it was on December 31st.¹

WOMEN

In 2002, a little less than half the NCC workforce comprising permanent employees consisted of women (48%). Women made up 35% of all senior, middle and other management positions. As well, women represented 58% of all new permanent employees hired, while they also represented 63% of permanent employees terminated. Finally, 64% of all promotions among permanent employees were given to women in 2002.

ABORIGINAL PEOPLES

Aboriginal peoples made up 2.4% of the NCC workforce comprising permanent employees. This compares quite favourably to the external availability rate of 1.1% for the Ottawa-Hull area and to the national availability rate of 2.1%. They were represented in five of the 14 occupational groups; two-thirds found themselves in the administrative and senior clerical personnel and clerical personnel groups.

PERSONS WITH DISABILITIES

Much work remains to be done to improve the rate of representation of persons with disabilities. In 2002, persons with disabilities represented 2.1% of the NCC workforce comprising permanent employees.

MEMBERS OF VISIBLE MINORITIES

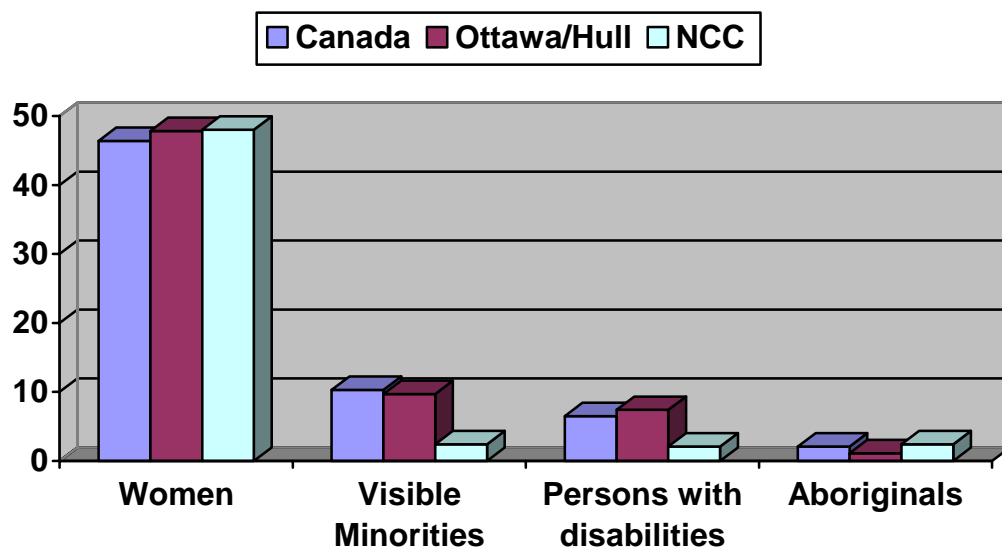
Much work remains to be done to improve the rate of representation of members of visible minorities. In 2002, members of visible minorities represented 2.4% of the NCC workforce comprising permanent employees. Over two-thirds of them were found in the professionals occupational group.

¹ A change has occurred in the manner in which the total number of temporary employees is now being reported as compared to the manner in which it was reported in the past. This explains the significant decrease in the number of temporary employees for 2002 (93) as compared to the number the year before (216). This change is a result of no longer including students in the total number of temporary employees.

OVERALL REPRESENTATION

The Commission's total workforce was found in 13 of 14 occupational groups. The highest percentages were found in the areas of administrative and senior clerical personnel and professionals followed by the clerical personnel. The comparison of current representation in the Commission with 1996 Ottawa-Hull workforce availability information indicates that significant representation gaps exist for persons with disabilities and members of visible minorities, while Aboriginal peoples find themselves to be well represented.

The chart below represents the levels of representation (in percentage points) of the designated group members at the NCC (at December 31, 2002) along with their availability in Canada and in the Ottawa/Hull area.²



III. QUALITATIVE MEASURES

EMPLOYMENT EQUITY PLAN

The NCC Employment Equity Plan mostly contains actions to foster employment equity, but it also covers some diversity initiatives that are all linked to the Corporate Planning Process which includes as part of the Memorandum of Understanding (MOU), a Human Resources Management Component that makes equity issues one of its priorities. The plan is such that it would result in reasonable progress toward employment equity, if it were implemented as it stands (*Employment Equity Act*, s.11).

The EE Plan outlines the NCC's most critical challenges. These are the hiring and retention of designated group members, as well as training and development activities.

² Source: 1996 workforce availability data

The completion of other employment equity and diversity-related initiatives is also essential in order to support NCC's vision of a working environment that recognizes diversity as a strength for the organization.³

NCC managers have a responsibility to encourage the recruitment and full participation of designated group members within their areas of responsibility. As a result, additional emphasis will need to be placed on managerial accountability for the ongoing administration of the Employment Equity Program. This will ensure that the strategic objectives as outlined in the EE Plan are implemented in a timely fashion and that the recruitment, retention and promotion targets are achieved.

CORPORATE VALUES

The National Capital Commission and its employees are proud to enrich Canadian society. 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*.

- **Respect**
 - We demonstrate respect in all our relationships based on mutual trust, strong ethical behaviour and through honesty, support and communication. We value and respect the diversity of our workforce by embracing tolerance and acceptance, and by promoting and recognizing individual and group achievement, expertise and contributions.
- **Well-being**
 - We recognize that the well-being of the individual is paramount to the success and the effectiveness of the organization as a whole. We promote well-being by encouraging a balance between our personal and professional lives. We foster an environment of flexibility, mutual understanding, fair and reasonable expectations, empowerment and growth. We promote a safe, healthy and secure workplace, motivating productivity, fulfilment and a stable workforce.
- **Commitment**
 - We demonstrate commitment to our mandate through accountability as builders, guardians and interpreters of Canada's Capital Region. We encourage and recognize creativity, initiative, resourcefulness and continuous learning. We strive for excellence and apply the principles of effective leadership, teamwork and open communication.

³ The EE Plan, including the numerical goals, will be revised and updated in 2003.

GENERAL ORIENTATION PROGRAM

There is an ongoing commitment to incorporate equity and diversity issues into human resources management. A General Orientation Program directed to new employees has been developed and is offered on a monthly basis, and includes information on employment equity. Furthermore, as part of the General Orientation Program, information workshops are offered to all employees on a weekly basis. This includes a specific session on employment equity and diversity. Orientation sessions were given to the different groups of students working over the summer period at the NCC; these sessions included modules on harassment awareness, health and safety, Employee Assistance Program along with modules on employment equity and official languages.

AWARENESS CAMPAIGN

An ongoing awareness campaign of matters regarding employment equity and diversity took place through the course of the year, including e-mails on Black History Month (February), International Women's Day (March 8), Aboriginal Awareness Week (May 21-24), Women's History Month (October), and National Day of Remembrance and Action on Violence Against Women (December 6). In 2003, the NCC marked International Day for the Elimination of Racial Discrimination (March 21) with a special event for employees, which included the distribution of information materials.

DIVERSITY FORUM

Several employees of the Human Resources Branch participated in the Diversity Forum organized by Canadian Heritage and Parks Canada in October 2002. The presentations and workshops which took place during this 3-day event served to increase their level of awareness of matters regarding employment equity and further reinforced the importance of diversity in the workplace.

ACCOMMODATION

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 upon request, and appropriate adjustments are made to accommodate individual employee needs.

In the case of one employee who is disabled, a complete assessment of his workstation from a health and safety and from a security perspective was conducted, and telework arrangements for him are underway.

UNIVERSAL ACCESS

An internal committee comprised of several employees meets regularly to ensure that the issue of universal access is discussed and addressed within an organizational context.

Universal access is taken into consideration at all NCC sites, and is part of any retrofit and/or renovation plans to existing buildings.

Sensitivity training is available to make all employees aware of the issue of universal access. In this regard, the third annual universal accessibility awareness activity was organized as part of Employee Recognition Day in June 2002. The activity was in the form of a relay race, and the participating teams competed against each other in a series of stages, each stage representing a different disability.

The event was well received by employees in attendance, and it served to increase people's awareness of the challenges that persons with physical disabilities face in their daily lives.

RECRUITMENT

The NCC posts its external competitions through a variety of networks, including its own website, the Public Service 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 bolstered its statement on all employment opportunity posters to read as follows:

- *The National Capital Commission is committed to the principles of Employment Equity and to achieving a workforce which is representative of the diversity of the Canadian population. We strongly encourage candidates to self-identify if they are an Aboriginal person, a member of a visible minority group or a person with a disability.*

STUDENT EMPLOYMENT PROGRAM

The NCC is committed to augmenting the numbers of students hired from the employment equity designated groups, as this not only serves to increase employees' awareness of employment equity, but it also offers the opportunity to the NCC to recruit qualified students from the designated groups into permanent and term positions upon completion of their studies. The Federal Student Work Experience Program is beneficial in assisting managers at the NCC to recruit students from the designated groups. This initiative is in keeping with the numerical targets which were established to increase the rate of representation of students from the designated groups. Of the 182 students employed at the Commission in fiscal year 2002-2003 (this represents an increase in size of the existing workforce of about one-third), three (3) were aboriginals, fourteen (14) were members of visible minorities and two (2) were persons with disabilities.

INTERDEPARTMENTAL FORUM ON EMPLOYMENT EQUITY

The NCC Employment Equity Coordinator attends the Interdepartmental Forum on Employment Equity (IDFEE) on a regular basis in an effort to keep abreast of developments within employment equity in the federal arena as well as to benefit from the dialogue which includes the sharing of best practices and ideas from other federal employers.

CANADIAN HERITAGE PORTFOLIO

The NCC Executive Director, Human Resources participates actively with other Human Resources senior managers within the Canadian Heritage portfolio of federal employers at finding means of collaborating more closely in developing and implementing employment equity initiatives. In addition, the Employment Equity Coordinator seeks out opportunities on a continual basis to participate in employment equity initiatives within the Canadian Heritage portfolio.

IV. CONSULTATION

The NCC consults with its employee representatives on matters related to employment equity by way of its Labour-Management Consultation Committee (LMCC). Efforts continue to be made to consult and collaborate with the employee representatives in the implementation and revision of the NCC Employment Equity Plan. One initiative in this area will be to organize focus groups and invite employees to share their thoughts, ideas and experiences in furthering the implementation of employment equity at the NCC.

EMPLOYEE SELF-IDENTIFICATION

Consultations took place with employee representatives in December 2002 and in February 2003 in an effort to organize and conduct an organization-wide employee self-identification survey. Consultations revolved around the revision to the self-identification form along with the communication and promotion tools accompanying the survey. The survey will take place in the earlier part of fiscal 2003, thus providing the organization with an up-to-date snapshot of the level of representation of designated group members within its workforce.

V. FUTURE STRATEGIES

The National Capital Commission recognizes that work remains to be done in continuing to develop and implement strategies which have been identified in the past, and strives to continually renew its efforts in achieving reasonable progress in employment equity. The following include initiatives which we intend to pursue.

- Implement mechanisms to track and monitor performance data for candidates as well as designated groups in the recruitment and staffing processes. This includes tracking the numbers of designated group applicants (both successful and non-successful) hires from inside, outside, term and permanent, as well as acting appointments and developmental activities.
- Request referrals of designated candidates from outreach organizations for ALL open competitions by sending advertisements or posters targeted to the areas where there is the biggest gap in representation.
- Ensure that the outreach mechanisms and networks are in place and are known to all.
- Monitor the use of advertising and determine which types of recruitment and staffing methods are the most successful for which designated groups and utilize them as frequently as possible.
- Review and promote the use of the Student Employment Program as a means of attracting, recruiting and retaining highly qualified designated group members.
- Raise awareness of managers and supervisors with respect to workload expectations and stress to ensure that workload doesn't become a systemic barrier.
- In the context of its General Orientation Program, continue to deliver a series of employment equity and diversity information sessions to all managers and employees. Explore the possibility of developing partnerships with other federal employers to increase the frequency of the sessions in an effort to give a greater number of employees the opportunity to participate.
- Integrate accountability for employment equity into performance review process for all managers.
- Develop and implement communications tools to ensure that employees are made aware of available resources and support within HR and the NCC in general, and articles via e-mails, on topics of interest, urgency or importance such as harassment, dealing with specific disability issues, etc.

Suzanne Gustafsson
Executive Director
Human Resources Branch
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