

**Employment Equity Action Plan
2006-07 to 2010-11**

Context

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.

Our employment equity policy establishes a human resources management framework that ensures employment equity for women, Aboriginal peoples, persons with disabilities and members of visible minority groups. This is supported by the following:

- no person shall be denied employment opportunities or benefits for reasons unrelated to ability.
- we shall make reasonable accommodations to ensure that persons in designated groups achieve a degree of representation in each occupational group in the employer's workforce.
- we shall implement employment equity and diversity in a unified and coordinated manner in accordance with the approved Employment Equity Plan.
- we shall endeavour to provide quality service to all Canadians by establishing a workforce of qualified employees that reflects the diversity of Canadian society.

Plan

The NCC Employment Equity 5-Year Action Plan (the 'Plan') has been developed with the support of the Diversity Committee, including the Diversity and Multiculturalism Champion, Gilles Lalonde, Vice President, National Programming¹. The Plan is built around five strategic objectives (see Appendix):

- Accountability
- Awareness
- Recruitment
- Retention
- Career Advancement

The Plan contains actions to foster employment equity, as well as diversity initiatives, linked to the Corporate Planning Process which incorporates a Human Resources Management Component that makes equity issues a priority. The plan is designed to deliver reasonable progress toward employment equity.

Purpose

The NCC, by implementing its Employment Equity Action Plan, ensures that it complies with the *Employment Equity Act* and also aims to attract and retain a more diverse workforce. It aims to:

- Increase representation of designated group members, in particular members of visible minorities, where gaps exist compared to labour market availability and representation in the overall federal Public Service.
- Increase awareness of employment equity matters among managers and employees.

Timeframe

- 2006-07 to 2010-2011

¹ In addition, the NCC Programming Committee has, as one of its priorities the task of ensuring that all programming activities, events and services incorporate diversity and multiculturalism elements, in order that all members of the Canadian population see themselves as identifying with their Nation's Capital.

Background

- Follow up to 3-year action plan which came to an end in March 2003
- Employment equity self-identification survey was conducted in May 2003 (survey to be repeated every 5 years)
- The Plan defines the numerical goals and strategic objectives. The numerical goals provide a target to work towards for improving representation. The strategic goals provide direction on various human resources elements such as hiring, training and development and communications. The detailed action plan outlines specific actions and responsibilities over the next five years in ensuring compliance with the *Employment Equity Act* and in establishing a more diverse workforce.
- Records on communications, consultations and collaborations with employee representatives and partnerships are maintained in the Corporate Information Inventory System as per NCC information management policy and best practices.

Numerical Goals

It is essential that the organization establishes and meets its numerical goals for recruitment, promotion and retention of designated group members in areas where the workforce analysis indicates under-representation. Numerical goals are as follows:

Employees (Term / Permanent)

	Women	Aboriginal Peoples	Persons with Disabilities	Visible Minorities
Current	50 %	1.6 %	4.3 %	3.1 %
Year 5	50 %	1.6 %	5.3 % ²	9.0 % ³

Students

Annual numerical goal: 15% (focus is on members of visible minorities)

Monitoring and Reporting

Human Resources will ensure the following:

- Ongoing assistance is provided to managers in recruitment activities;
- The Plan is monitored within the HRM MOU process;
- Review of the plan is done in consultation and collaboration with employee representatives on an annual basis;
- A status report on employment equity activities and results is provided annually to EMC and NCC Diversity Committee;
- Employment Systems Review (ESR) is updated once during the 5-year period of the Plan. ESR is an independent review to barriers within employment processes and its effectiveness.

² NCC will strive to achieve labour market availability for this designated group.

³ In order to attain a level of representation of 9.0% in Year 5 (up from 3.1% at present) for members of visible minorities, and to effectively address the representation gap of 24 visible minorities that exists at the moment, an average of 1-in-4 appointments (25%) for terms and indeterminates will be required to be a member of a visible minority (six appointments per year) in Years 2, 3, 4 and 5.

Strategic Objectives
Accountability
1. Include management of employment equity and diversity as a required skill – senior and middle managers. Review competency profiles for managers to ensure no barriers exist for designated group members.
2. Review the physical requirements for select jobs with the aim being to identify means of duty to accommodate
3. Establish a Duty to Accommodate Policy
4. Integrate accountability for employment equity into performance review process for managers.
Awareness
5. Physical Job Requirements: Train HR Branch, Local Union Executives, and Managers to understand and use physical job requirements in line with the organization’s obligation of duty to accommodate
6. Develop and deliver a series of diversity information sessions to educate, provide available resources and tools to managers on outreach, staffing and interview techniques, and accommodation methods and to educate employees on diversity awareness at the work place. <ul style="list-style-type: none"> • Incorporate training within the Middle Managers Orientation Program • Develop training sessions on Duty to Accommodate and the respective roles and responsibilities. • Develop an NCC Manager’s Handbook on Diversity
7. Develop a communication strategy which includes: <ul style="list-style-type: none"> • Informing employees of employment equity and diversity • Communicating tools to ensure that employees are made aware of available resources and support within HR and the NCC, articles on the Intranet on topics of interest • Communicating to employees a progress report on employment equity goals and activities
Recruitment
8. Indicate on employment opportunity postings and provide the availability of alternate formats of advertisements upon request, i.e. Braille, audio, large print, disk
9. Include on employment opportunity postings the bona fide physical requirements and specifications of the duties and responsibilities (where required/applicable).
10. Build partnerships and networks for successful sources of outreach with the designated groups. Monitor the most successful sources of outreach and ensure this is communicated to all.
11. Review and promote the use of the Student Employment Program Bridging Mechanism as a means to attract, recruit and retain qualified designated group members.
12. Include a member who is external to hiring branch and where feasible, a designated group member / manager trained in diversity on selection boards.
13. Ensure candidates are asked for any accommodation during the selection process. Ensure accommodation requirements needed at time of interview / test are available and indicated on employment opportunity posters.
Retention
14. Create a Duty to Accommodate Policy to include elements such as flexible work arrangements

Strategic Objectives
15. Ensure employment equity issues are addressed in the exit interview process of departing employees and share results with managers and the Diversity Committee.
Career Advancement
16. Ensure designated group members have equal opportunities to training and development activities
17. Ensure members of designated groups have equal opportunities to participate in NCC career development programs, i.e. succession planning