

NATIONAL CAPITAL COMMISSION

**2005 Narrative Report
on
Employment Equity**

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I General Overview

II Quantitative Information

- Women
- Aboriginal Peoples
- Persons with Disabilities
- Members of Visible Minorities

III Qualitative Measures and Results

- Equity Environment
 - Diversity Committee
 - Employment Equity Action Plan
 - Duty to Accommodate
- Communications
- Initiatives for Designated Groups
 - Recruitment
 - Outreach
 - Succession Planning and Career Management
 - Training and Development

IV Constraints

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 2005 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 Transport, Infrastructure and Communities portfolio.

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*.

In February 2005, following the announcement of the proposed federal budget, the Chairman of the NCC indicated to all employees that the Canadian Heritage portfolio of organizations, including the NCC (at the time), were not subjected to specific program reductions in the last round of the government-wide expenditure review. However, while this relieved funding pressures for the current year, in order to provide for a balanced budget in future years, the organization is facing a reduction of about 5% of its operating budget over a period of three years.

In October 2005, the NCC was selected as being one of Canada's top 100 employers. This public recognition is the result of efforts invested by the corporation, management and employees. The criteria applied refer to the employer's background, physical workplace, work atmosphere and social, health, financial and family benefits, vacation and time off, employee communications, performance management, training and skills development and community involvement.

In November 2005, Executive Management Committee (EMC) approved the Employment Equity Action Plan (2006-2011), which was developed with the support of the Diversity Committee. It is built around five strategic objectives (see Appendix):

- Accountability
- Awareness
- Recruitment
- Retention
- Career Advancement

II. Quantitative Information

The statistical profile of the National Capital Commission in 2005 indicated a total workforce of 498 employees at December 31, all located within Canada's Capital Region; the representation of permanent full-time employees was 75% (372), and that of permanent part-time employees was 2% (12). The representation of temporary employees at 17% (86) is reflected on the date that this part of the workforce attained its peak. The remaining employees (28) 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 182 students employed at the Commission in fiscal year 2005-2006 (this represents an increase in size of the existing workforce of about 37%), two (2) were Aboriginal peoples, twenty-one (21) were members of visible minorities and three (3) were persons with disabilities. This represents just over 14% of our total number of students hired from these designated groups. The analysis presented hereafter concerns the permanent workforce (384 employees) of the NCC.

Women

In 2005, nearly half the NCC workforce comprising permanent employees consisted of women (47%). Women made up 38% of all senior, middle and other management positions. As well, women represented 43% of all new permanent employees hired, while they also represented 61% of permanent employees who left the organization. Finally, 33% of all promotions among permanent employees were given to women in 2005.

Aboriginal Peoples

Aboriginal peoples made up 1.6% of the NCC workforce comprising permanent employees. This compares to the external availability rate of 1.4% for Ottawa-Hull¹. 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 2005, the rate of representation of persons with disabilities of the NCC workforce comprising permanent employees remained the same at 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

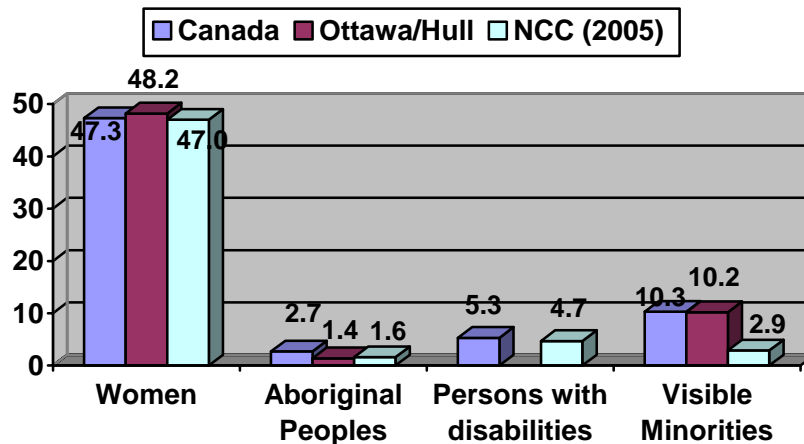
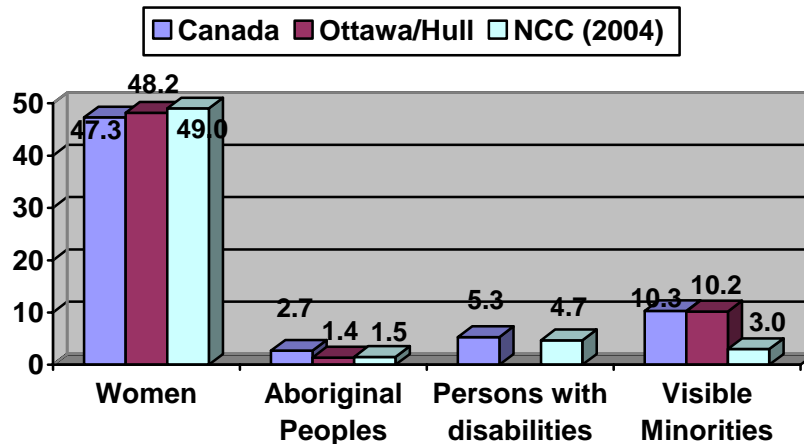
In 2005, the representation of members of visible minorities remained relatively unchanged at 2.9% of the NCC workforce comprising permanent employees (as compared to 3.0% in 2004). This compares to the external availability rate of 10.2% for the Ottawa-Hull area. Two-thirds of these employees were found in the professionals occupational group.

Overall Representation

The Commission's total workforce was found in most of the occupational groups, and remained relatively unchanged from 2004 to 2005. 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 represented².

¹ 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](#)

² 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 2005 (and at the beginning of 2006), and are explained in further detail below.

Equity Environment

Diversity Committee

The NCC Diversity Committee, which includes a member of EMC who has the role of Diversity Champion as well as a union representative who is co-chair, 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 membership includes representatives of the four employment equity designated groups. Its guiding principles are:

- Efforts will 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

Various awareness initiatives took place in 2005 in the context of special days which focused on the employment equity designated groups and diversity events.

Employment Equity Action Plan

The NCC Employment Equity Action Plan (2006-2011) was approved by EMC in November 2005, and was developed with the support of the Diversity Committee. It is built around five strategic objectives (see Appendix):

- Accountability
- Awareness
- Recruitment
- Retention
- Career Advancement

At its Retreat of Human Resources in September 2005, EMC concluded that the *Human Resources Management Integrated Framework* will be applied. In more practical terms, it means that:

- all things being equal, priority for appointment will be given to an NCC employee who qualifies in a competitive process;
- external staffing will be aimed at according preference to visible minority members that qualify in a competitive process where no NCC employee is qualified;
- the concept of merit is adjusted towards the concept of a 'pool of qualified candidates' (high level determined by the manager) from which the organization can select the winning candidate in accordance with organizational criteria;
- with HR assistance, Branches are requested to target positions that could help us meet our employment equity objectives;
- employment equity objectives for students will remain as is at 15%.

Duty to Accommodate

A working group including a union representative was created in January 2005 to develop a Duty to Accommodate policy to provide an inclusive, barrier-free, non-discriminatory workplace, thus allowing for the full participation of all its employees, and to ensure the accommodation of prospective employees. The new policy (which includes procedures and a set of guidelines) is nearly complete and will be presented to EMC for approval soon.

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 2005-2006, a total of 39 ergonomic assessments were conducted (including some that were done by an external firm).

Communications

An ongoing awareness campaign of matters regarding employment equity and diversity took place through the course of the year. These awareness events included:

- International Women’s Day (March 8) – a message appeared on intranet;
- Aboriginal Awareness Week (May 24-27) – an exhibit commemorating Aboriginal Peoples was set up by members of the NCC Diversity Committee in the display case in the lobby at 40 Elgin, along with a teepee that was installed in the atrium and included story-telling at lunch-time;

- National Aboriginal Day (June 21) – message appeared in intranet;
- Saint-Jean Baptiste Day (June 24) - message appeared in intranet;
- Canadian Multiculturalism Day – an information kiosk was organized on June 27 and included reading material, short movie clips and music, along with a number of small flags representing the different countries of origin of many NCC employees;
- Women’s History Month (October) – message appeared on intranet;
- National Day of Remembrance and Action on Violence Against Women - in partnership with the Senate of Canada, the NCC organized an awareness and fund-raising activity on December 6; and
- Black History Month – message appeared on intranet. Also, to commemorate the important contribution of Mathieu Da Costa, a navigator and interpreter of African descent who likely travelled extensively throughout the Atlantic world in the late 1500s and early 1600s, and to highlight Black History Month, an ice sculpture of Mathieu Da Costa was erected at Confederation Park, along with interpretation panels during Winterlude;
- International Day for the Elimination of Racial Discrimination (March 21) – an awareness event was organized for employees, and included a beautiful collage along with videos and reading material.

In June 2005 the Employment Equity Annual Report (2004) was posted on the intranet, along with a message for all employees. In October a message was posted on the intranet calling for new members to join the Diversity Committee. And in November a message appeared on the intranet informing employees of the new Employment Equity Action Plan. In February 2006, the Employment Equity Coordinator delivered an information session on the new Plan to employees of the organization.

Initiatives for Designated Groups

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.*

As part of Human Resources planning, managers are being requested to identify positions that could particularly be well-targeted to help us meet our employment equity objectives and to provide specific plans on the staffing of positions aimed at visible minorities. Human Resources Advisors are collaborating closely with managers and providing them with support in their employment equity recruitment strategies.

As mentioned earlier, the NCC has been very successful at meeting its target for the recruitment of students from the designated groups.

Outreach

As part of the NCC's ongoing efforts to reach out to and attract qualified candidates to its workforce, in July 2005, the Employment Equity Coordinator e-mailed a number of organizations and associations that represent the interests of members of visible minority groups, as a means of collaborating with them in order that NCC job posters reach members of visible minority groups. The Coordinator was particularly interested in knowing, for example, how many members (or clients) the organization represents, what skills they have and what types of jobs they are seeking, and which mechanisms already exist (or would be required) to make readily accessible NCC job posters to this particular employment equity designated group.

We are continually looking for ways to establish links with outreach organizations. For example, our Human Resources Consultative Services have initiated discussions with Ottawa Job Finding Club to promote our employment opportunities to the employment equity designated groups.

Succession Planning and Career Management

The NCC encourages its employees to advance through the ranks and gives them the tools to do so. The Succession Management Program is one such tool, designed to identify the strengths and weaknesses of employees hoping to advance to middle or executive management positions or other key posts. In consultation with the employee, the NCC establishes a plan for the employee that will enhance his or her chances of obtaining a management position. This program is offered to all employees who express interest in this type of career development. To date, 48% of employees who have participated in the Succession Management Program are women.

In the context of the current NCC transition and with the purpose of assisting employees, Human Resources developed a new section of the Intranet entitled 'Career Management'. This section also allows the organization to assist in the implementation of the Public Service Modernization Act regarding the mobility it promotes throughout the greater Public Service. This useful tool includes an approach to career management and a job searching guide, consisting of tools, tips and templates that will assist employees in reflecting on their career and defining their next move.

Training and Development

In pursuit of its objective to develop employees' skills and sense of well-being, the NCC allocates 3% of its total payroll to training activities. This represents 37.5 hours of training per employee per year. The manager and his or her employee together determine the employee's training needs and develop a personal training plan.

IV. Constraints

In light of the fact that the organization is in the midst of a 3-year period of reductions of about 5% of its operating budget, first priority for appointment is given to affected employees. Subsequently, all things being equal, priority for appointment will be given to an NCC employee who qualifies in a competitive process. It is important to mention, however, that external staffing will be aimed at according preference to visible minority members that qualify in a competitive process where no NCC employee is qualified.

Self-identification by employment equity designated group members remains an on-going issue. There exists an uncertainty as to whether or not designated group members will self-identify beyond the recruitment process.

A significant representation gap continues to exist for members of visible minorities at the NCC. Preliminary analysis reveals that members of visible minorities are applying to jobs at the NCC, and, to various extent, candidates are participating in selection processes, up to and including the interview stage. Further analysis is required to determine which means are the most effective in attracting and encouraging members of visible minorities to apply for jobs at the NCC, and which measures can be taken to ensure their full participation within the workforce of the NCC.

V. 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 in December 2005 an update was provided to the employee representatives with regards the 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 Duty to Accommodate policy working group included union representatives.

VI. 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. Its Employment Equity Action Plan creates 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-Gatineau and representation in the federal Public Service in Canada’s Capital Region;
- In increasing awareness of employment equity matters among managers and employees.

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 %	4.7 %	2.9 %
Year 5	50 %	1.6 %	5.3 % ³	9.0 % ⁴

Students

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

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.

³ NCC will strive to achieve labour market availability for this designated group.

⁴ In order to attain a level of representation of 9.0% in Year 5 (up from 2.9% 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.

Appendix

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
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

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