

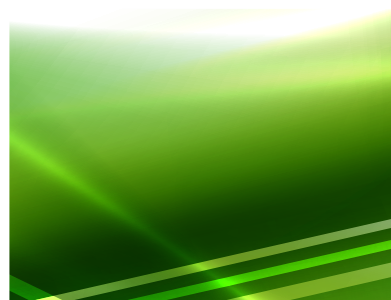


National Energy
Board

Office national
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NATIONAL ENERGY BOARD

Employment Equity Report 2011 - 2012



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Board



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de l'énergie

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Employment Equity Report

2011 - 2012

Canada

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1.0 INTRODUCTION

The National Energy Board's (NEB) People Strategy is inclusive and supports diversity in the workplace. The NEB commits to providing a supportive and inclusive workplace with strong cultural values. Employment opportunities within the organization are based on these principles, which include and extend beyond the legislative requirements of the *Employment Equity Act*.

This annual report on Employment Equity for the NEB provides a description of employment equity activities and an analysis of the results achieved during the reporting period from 01 April 2011 to 31 March 2012. In addition, the report provides a workforce description of the employees at the NEB as of 31 March 2012, and includes an analysis of internal representation versus labour market availability.

1.1 The Organization

The NEB is an independent, federal, quasi-judicial regulatory tribunal. The NEB's corporate purpose is to regulate pipelines, energy development and trade in the Canadian public interest. The NEB's vision is to be active and effective in Canada's pursuit of a sustainable energy future.

The main functions of the NEB are set out in the *National Energy Board Act*. The NEB also has regulatory responsibilities under the *Canada Oil and Gas Operations Act* and certain provisions of the *Canada Petroleum Resources Act*. The NEB has specific responsibilities under the *Energy Administration Act* and the *Northern Pipeline Act*. In addition, some NEB staff are appointed Health and Safety Officers by the Minister of Labour to administer Part II of the *Canada Labour Code* as it applies to facilities regulated by the Board.

All employees of the National Energy Board are headquartered in a single work location in Calgary. Since February 2004, all unionized employees have been represented by the Professional Institute of the Public Service of Canada (PIPSC), the one union certified as the Bargaining Agent for the NEB.

The NEB follows a strategic planning process that establishes priorities to meet our mandate. In the current environment of increasing global demand for safe and secure supplies of energy and continuing high energy prices, the NEB's role as Canada's national energy regulator is as important as ever. We are challenged to maintain a skilled and knowledgeable workforce in a very competitive employment market, especially in Calgary where the private sector oil & gas industry makes it difficult to recruit qualified staff. We continue to work toward promoting diversity and eliminating barriers to employment.

1.2 Analysis

This report uses 2006 Census Availability data received from Human Resources and Skills Development Canada to compare overall representation of the designated groups at the NEB with the composition of the Canadian population. This report further compares internal representation to availability data by Employment Equity Occupational Group.

2.0 EMPLOYMENT EQUITY INITIATIVES

The NEB Employment Equity and Diversity Plan (EEDP) 2010-2013 focuses on achieving excellence through our people. Given the unique role that the NEB plays on behalf of the Canadian public, the greatest challenge is to attract and retain the best people possible. The EEDP recognizes that we must embrace and represent diversity and move beyond considering diversity as a purely intellectual exercise to it becoming an inherent component of our organizational culture. We recently developed NEB “branding” material for post-secondary recruitment and Employment Equity outreach. The EEDP is monitored, reported on and updated annually.

2.1 Aboriginal Engagement Program

During this reporting period, the NEB continued to refine its Aboriginal Engagement Program by targeting recruitment of Aboriginal candidates. Part of the purpose of this program is to increase internal capacity to understand aboriginal issues and, in turn, raise the awareness in Aboriginal communities of the role of the NEB.

In addition, in partnership with other federal departments in Calgary, the NEB continues to promote and encourage employees to participate in meetings and celebrations respecting diversity, as well as commemorative events and awareness training.

2.2 Persons with Disabilities

The National Energy Board finalized its Duty to Accommodate Policy, procedures and guidelines last fiscal year. The policy will be reviewed after one year and updated as required.

The policy provides for an inclusive, barrier-free, non-discriminatory workplace, allowing for the full participation of both its employees and selection process candidates.

Accommodation is provided to employees as required and includes providing modified work to injured workers. Work schedules are adjusted to provide variable start times where circumstances warrant and modified work weeks are provided whenever feasible. Ergonomic assessments of individual work stations continue to be provided on a priority basis to employees with medical certificates. Employees with disabilities who require that measures be implemented in order to accommodate their needs are given immediate attention.

The NEB is expanding the Duty to Accommodate Policy to promote a healthy and productive work environment. This is a new initiative which is aligned with the direction of the Federal Government.

2.3 Other Related Initiatives

All new employees participate in an Orientation to the NEB organization: two half-day sessions which include an introduction to the NEB’s EEDP initiatives.

During the reporting period, Respectful Workplace training sessions were held regularly. This training was recently updated and made mandatory for all employees. Since 2003, the NEB has

employed an Ombudsperson who is available to all employees to discuss harassment and discrimination issues and situations.

The NEB has created a Diversity Committee comprised of Senior Management (Champion), the Professional Institute of the Public Service of Canada (PIPSC) Union representation, Employment Equity Members (employees) and Human Resources. The Committee is responsible for monitoring the progress of the EEDP and for making recommendations to enhance our Employment Equity and Diversity program. Consultations with employee representatives on employment equity initiatives take place within the mandate of the NEB Union-Management Consultation Committee.

3.0 WORKFORCE ANALYSIS

3.1 Availability Data

The most recent Labour Market Availability results are from the 2006 Census Data and this information was used for making comparisons.

3.2 Employee Population

The workforce analysis was conducted on the total employee population with the exception of those employees who work less than 12.5 hours/week. In addition, the following persons were **not** included in the NEB workforce analysis:

- Governor-in-Council appointments: Chair/CEO, Vice-Chair, and Board Members;
- Persons who were brought into the NEB on Interchange from other federal government departments/agencies and private industry;
- Persons who worked for a period less than thirteen weeks.

3.3 Self-Identification

The Self-Identification initiative continues to be a mandatory process for all employees. Mandatory information includes their name and signature, the other information is voluntary.

Only those employees who *voluntarily identify* themselves as Aboriginal People, Visible Minorities or Persons with Disabilities are counted as members of designated groups for the purpose of conducting this workforce analysis and implementing employment equity. Women were also included but identified using information provided by the NEB's Human Resources Information System (HRIS).

3.4 Analysis

An analysis to determine the level of representation of designated groups within the National Energy Board was conducted and conclusions appear before each table. It is important to note that, because of our small workforce, a change of one or two individuals within the designated group can change percentages up or down dramatically.

Source of information comes from the 2006 Census Data with the exception of Persons with Disabilities where the source is the 2006 Participation and Activity Limitation Survey (PALS) and Employer's Internal Data.

Percentages within the tables have been rounded, in some cases to the nearest decimal point in other cases to the nearest whole number.

4.0 ANALYSIS OF TOTAL EMPLOYEE POPULATION

An analysis of the total employee population was conducted and the results by gender and designated group members are shown in Table 1.

Table 1 shows that as of 31 March 2012, the total employee population was 374 employees, made up of 351 full-time and 23 part-time employees. Men comprised 40.9% of the total population, while Women had a representation of 59.1%, a slight decrease from last year. Representation of Aboriginal People (6.1%) decreased by 0.5% since 31 March 2011. The representation of Visible Minorities and Persons with Disabilities remained virtually unchanged at 14.1% and 4.3%.

Table 1 also shows the percentage of representation by designated groups compared with the labour market availability data. From these comparisons it can be seen that in the total population, Women, Aboriginal People and Persons with Disabilities have a higher internal representation than their representation in the labour market. Visible Minorities are under-represented by 0.6%.

Workforce availability estimates for Women, Aboriginal Peoples, Persons with Disabilities and persons in a Visible Minority group are derived from statistics collected in the 2006 Census of Canada. The workforce availability rates were provided to the NEB by HRDC and are based on 2006 Census information.

Employment Equity under-representation is determined by comparing the representation within an occupational category with its workforce availability. The NEB workforce analysis shows these results:

Women: Overall exceed workforce availability in this group.

Aboriginal: Overall no gaps identified or under-representation identified. We exceed the workforce availability in this group.

Visible Minorities: Data indicates an overall a shortage of -3 employees in this group. While we are +3 in Senior Administration and Clerical we have a shortage in five categories; Middle and Other Managers (-1), Professionals (-2), Semi-Professionals and Technicians (-1), Supervisors (-1) and Clerical Personnel (-1).

Persons with Disabilities: Overall exceed workforce availability in this group.

4.1 Summary

We remain committed to promoting diversity within the workforce and continue to improve our representation in the various groups.

4.2 Workforce Availability Estimates for Women

Employment Equity Occupational Group	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01: Senior Managers	11	4	36.4%	24.2%	3	1
02: Middle and Other Managers	25	10	40.0%	39.1%	10	0
03: Professionals	230	126	54.8%	40.8%	94	32
04: Semi-Professionals and Technicians	30	17	56.7%	49.4%	15	2
05: Supervisors	3	3	100.0%	56.0%	2	1
07: Administrative and Senior Clerical Personnel	43	38	88.4%	81.8%	35	3
09: Skilled Crafts and Trades Workers	*	0	0.0%	9.1%	0	0
10: Clerical Personnel	30	23	76.7%	74.0%	22	1
12: Semi-Skilled Manual Worker	*	0	0.0%	17.1%	0	0
Total	374	221	59.1%	48.2%	181	40

Total may not equal sum of components due to rounding.

Source: 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

4.3 Workforce Availability Estimates for Aboriginal Peoples

Employment Equity Occupational Group	All Employees	Representation		Availability		Gap
		#	%	%	#	
01: Senior Managers	11	0	0.0%	2.4%	0	0
02: Middle and Other Managers	25	0	0.0%	1.9%	0	0
03: Professionals	230	12	5.2%	1.9%	4	8
04: Semi-Professionals and Technicians	30	3	10.0%	2.3%	1	2
05: Supervisors	3	0	0.0%	2.5%	0	0
07: Administrative and Senior Clerical Personnel	43	4	9.3%	2.0%	1	3
09: Skilled Crafts and Trades Workers	*	0	0.0%	2.5%	0	0
10: Clerical Personnel	30	4	13.3%	2.4%	1	3
12: Semi-Skilled Manual Worker	*	0	0.0%	3.1%	0	0
Total	374	23	6.1%	2.0%	7	16

Total may not equal sum of components due to rounding.

Source: 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

4.4 Workforce Availability Estimates for Visible Minorities

Employment Equity Occupational Group	All Employees	Representation		Availability		Gap
		#	%	%	#	
01: Senior Managers	11	*	9.1%	8.7%	1	0
02: Middle and Other Managers	25	3	12.0%	14.0%	4	-1
03: Professionals	230	33	14.3%	15.2%	35	-2
04: Semi-Professionals and Technicians	30	3	10.0%	11.7%	4	-1
05: Supervisors	3	0	0.0%	20.1%	1	-1
07: Administrative and Senior Clerical Personnel	43	8	18.6%	12.4%	5	3
09: Skilled Crafts and Trades Workers	1	0	0.0%	8.9%	0	0
10: Clerical Personnel	30	5	16.7%	19.5%	6	-1
12: Semi-Skilled Manual Worker	1	0	0.0%	27.2%	0	0
Total	374	53	14.1%	14.7%	56	-3

Total may not equal sum of components due to rounding.

Source: 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

4.5 Workforce Availability Estimates for Persons with Disabilities

Employment Equity Occupational Group	All Employees	Representation		Availability		Gap
	#	#	%	%	#	#
01/02: Managers	36	1	2.8%	3.2%	1	0
03: Professionals	230	10	4.3%	4.5%	10	0
04: Semi-Professionals and Technicians	30	2	6.7%	4.8%	1	1
05: Supervisors	3	0	0.0%	9.5%	0	0
07: Administrative and Senior Clerical Personnel	43	1	2.3%	2.6%	1	0
09: Skilled Crafts and Trades Workers	1	0	0.0%	5.3%	0	0
10: Clerical Personnel	30	2	6.7%	4.4%	1	1
12: Semi-Skilled Manual Worker	1	0	0.0%	5.5%	0	0
Total	374	16	4.3%	4.2%	14	2

Total may not equal sum of components due to rounding.

Source: 2006 Census of Canada and Employer's Internal Data

* 3 or less, number too small for confidential purposes.

TABLE 1:
Comparison of Total Employee Population
with Availability Data as of 31 March 2012

Number of Employees		Men	Women	Aboriginal People	Visible Minorities	Persons** with Disabilities
Full-Time	351	151	200	19	49	14
Part-Time	23	2	21	4	4	2
Totals	374	153	221	23	53	16

NEB Representation	40.9%	59.1%	6.1%	14.1%	4.3%
2006 Census Availability Data (Canada wide)	51.8%	48.2%	2.0%	14.7%	4.2%
NEB's differential (over and under-represented)	-10.9%	+10.9%	+4.1%	-0.6%	+0.1%

*Labour Market Availability from 2006 Census Data

** Source: 2006 Participation and Activity Limitation Survey (PALS) and Employer's Internal Data

5.0 ANALYSIS BY EMPLOYMENT EQUITY OCCUPATIONAL GROUPS

Table 2 shows the breakdown into employment equity occupational groups of the total employee population by gender and designated groups. For each occupational group, the representation by gender and designated group members is given in whole numbers as well as a proportion of the total number of employees (the first percentage figure at the bottom of each cell). The availability data is the percentage figure that follows.

5.1 Senior Managers

Table 2 shows that as of 31 March 2012, there were 11 senior managers employed at the NEB. Of these, four were women, which, at 36.4% is higher than the Calgary availability data of 24.2%. Of these 11, one is a visible minority and one is a person with a disability. There is no representation of Aboriginal People in this group.

5.2 Middle Managers

While there was an increase from 19 to 25 middle managers (designated at the NEB as Team Leaders) between 2011 and 2012, the representation of Women increased from 37% to 40%. As opposed to the previous report, Visible Minorities were slightly under-represented (12% vs. 14.0% availability). There continues to be no representation of Aboriginal People in this group.

5.3 Professionals

The Professional group is comprised of financial officers, engineers, economists, environmental specialists, human resources advisors, communications advisors, information systems specialists, translators and lawyers. In this occupational group, Women were well represented compared with the availability data (54.8% vs. 40.8%) as were Aboriginal People (5.2% vs. 1.9% availability). Persons with Disabilities (4.3% vs. 4.5% availability) were about equal and Visible Minorities (14.3% vs. 15.2% availability) were under-represented.

5.4 Semi-Professionals and Technicians

The Semi-Professionals and Technicians occupational group includes geological technologists, engineering inspectors, library technicians and information technology service analysts, and graphic designers. Women are well represented in this group (56.7% vs. 49.4% availability). Aboriginal People are recognized as being over-represented (10% vs. 2.3%) as well as Persons with Disabilities (6.7% vs. 4.8% availability). Visible Minorities (10% vs. 11.7% availability) continue to be under-represented.

5.5 Supervisors

There are three employees in this occupational group that makes up the entire complement and 100% are women, no other representation is present in this group.

5.6 Administrative and Senior Clerical

Women made up the majority of the NEB's complement in the Administrative and Senior Clerical occupational group, which includes Business Unit Administrators, Human Resources Assistants, and Assistants to Board Members and other senior level administrative staff.

5.7 Skilled Crafts and Trades

There was one employee in this occupational group that makes up the entire complement and therefore an analysis cannot be provided.

5.8 Clerical Personnel

This category includes records, mail clerks and general administrative assistants. Women were well represented in this category (76.7% vs. 74% availability). Persons with Disabilities (6.7% vs. 4.4% availability), Aboriginal People (13.3% vs. 2.4% availability) and Visible Minorities (16.7% vs. 19.5% availability) were represented in this group, with only Visible Minorities being under-represented by 2.8% (an increase from last reporting period of -3.5%).

5.9 Semi-Skilled Workers

There was one employee in this occupational group that makes up the entire complement and therefore an analysis cannot be provided.

5.10 Summary

In conclusion, an analysis of occupational groups from an employment equity perspective demonstrates a commitment to employment equity, with some improvements possible.

While Women were over-represented in the Administrative and Clerical Personnel groups, the majority of all Women employed at the NEB were found in the Professional or Semi-Professional occupational groups. In order to increase representation in the Senior Managers and Middle Managers categories, greater opportunities for upward mobility for all groups need to be provided through leadership development, formal learning and access to internal developmental opportunities such as acting assignments and/or coaching. This is a consideration of the Emerging Leader and Technical Leadership programs whereby employees have an opportunity to gain skills and experiences for upward mobility.

Aboriginal People were well represented in the Professional, Semi-Professionals & Technicians, Administrative and Senior Clerical and Clerical Personnel groups, with the majority found in the Professional group. There were no Aboriginal People in the other categories. The NEB will need to consider future hiring initiatives for each of these occupational groups and ensure that our requirements do not restrict their participation as potential candidates. Outreach efforts with Aboriginal secondary and post-secondary students to ensure awareness of career opportunities at the NEB have been attended with future initiatives underway.

Visible Minorities exceed the availability percentages in the Senior Managers, Middle Managers and Administrative and Senior Clerical groups. All other groups show an under-representation compared to workforce availability. There was no identified representation within the Supervisors, Skilled Crafts and Trades and Semi-Skilled groups. These indicators suggest that greater effort is required in attracting members of this employment equity group to professional, semi-professional and technical opportunities with the NEB.

Persons with Disabilities were well-represented in the Senior Managers, Semi-Professionals and Technicians and Clerical Personnel groups and under-represented in the Middle Managers and Administrative & Senior Clerical groups. The majority of Persons with Disabilities were found in the Professional and Clerical Personnel groups. This gap is fairly consistent with the explanation offered for Visible Minorities. A greater effort must be made for consideration of members of this group at the middle managers group, and for instituting the appropriate accommodations to remove any workplace barriers.

**TABLE 2: Comparison of Employee Population with Availability Data by
Employment Equity Groups and by Occupational Groups as of 31 March 2012**

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities **
Senior Managers	11	7	4	0	1	1
<i>NEB%-Census%</i>		63.6% - 75.6%	36.4% - 24.2%	0% - 2.4%	9.1% - 8.7%	2.8% - 3.2%
Middle Managers	25	15	10	0	3	0
<i>NEB%-Census%</i>		60% - 60.9%	40% - 39.1%	0% - 1.9%	12% - 14.0%	
Professionals	230	104	126	12	33	10
<i>NEB%-Census%</i>		45% - 59.2%	54.8% - 40.8%	5.2% - 1.9%	14.3% - 15.2%	4.3% - 4.5%
Semi-Professionals & Technicians	30	13	17	3	3	2
<i>NEB%-Census%</i>		43% - 50.6%	56.7% - 49.4%	10% - 2.3%	10% - 11.7%	6.7% - 4.8%
Supervisors	3	0	3	0	0	0
<i>NEB%-Census%</i>		0% - 44%	100% - 56%	0% - 2.5%	0% - 20.1%	0% - 9.5%
Administrative & Senior Clerical	43	5	38	4	8	1
<i>NEB%-Census%</i>		12% - 18.2%	88.4% - 81.8%	9.3% - 2.0%	18.6% - 12.4%	2.3% - 2.6%
Skilled Crafts & Trades	1	1	0	0	0	0
<i>NEB%-Census%</i>		100% - 90.9%	0% - 9.1%	0% - 2.5%	0% - 8.9%	0% - 5.3%
Clerical Personnel	30	7	23	4	5	2
<i>NEB%-Census%</i>		23% - 26%	76.7% - 74%	13.3% - 2.4%	16.7% - 19.5%	6.7% - 4.4%
Semi-Skilled Workers	1	1	0	0	0	0
<i>NEB%-Census%</i>		100% - 82.9%	0% - 17.1%	0% - 3.1%	0% - 27.2%	0% - 5.5%
Totals	374	153	221	23	53	16

* Labour Market Availability from 2006 Census Data

** Persons with Disabilities figures from 2006 Participation and Activity Limitation Survey (PALS) and Employer's Internal Data; and have combined Sr & Middle Managers data

6.0 ANALYSIS OF THE NUMBERS OF EMPLOYEE HIRES, PROMOTIONS AND REGRETTABLE DEPARTURES

Tables 3, 4 and 5 summarize new hire, promotion and regrettable departure activity between 01 April 2011 and 31 March 2012.

6.1 Employee Hires

Table 3 reports 54 employee hires between 01 April 2011 and 31 March 2012, which is up from 43 from the past reporting period. Of those, 22 (40%) were Women. Two Aboriginals, fourteen Visible Minorities and four persons with a disability were hired.

The largest number of new hires (41 or 77%) was into the Professionals group. In 2011, recruitment to the Professionals, Administrative & Senior Clerical and Clerical groups exceeded the availability rate for Women.

6.2 Employee Promotions

Table 4 shows that 74 employees were promoted during this period, up from 53 last year. The majority of actions (59 or 80%) occurred in the Professionals Group. Of the 74 promoted employees 65% were Women.

6.3 Employee Regrettable Departures

Table 5 reports that in this period, 51 employees left the NEB. Of these employees, 65% were Women (33), 34% were Men (18), Aboriginals (3), Visible Minorities (5) and Persons with Disabilities (2). Departing employees were primarily in the Professional category (32 of the 51 or 63%). This is not surprising considering that Calgary's labour market was very competitive over the reporting period, especially in the oil and gas industry which impacts our attrition rate.

6.4 Summary

Analysis of hires, promotions and regrettable departures suggests that Women accounted for the greatest staff movements into, within, and out of the NEB. Women were hired, promoted and departed at rates exceeding availability.

Two Aboriginal persons were hired, eight were promoted, and three departed the NEB.

Fourteen Visible Minorities were hired, nine were promoted and two elected to leave the NEB. One reason for the gap is the large change in the Census data for the Visible Minorities employment equity group, which has increased significantly from 7.8% in the 1996 Census data to 14.7% in the 2006 Census data.

The inclusion of Landed Immigrants in the statistical data can be misleading for government departments and agencies, such as the NEB, that are regulated by the Public Service Employment Act and the Security of Information Act. External systemic barriers and the inability to facilitate security clearances from the country of origin for landed immigrants create barriers to the employment of some visible minorities. It is important to remember that under the provisions of the Public Service Employment Act (PSEA), departments are required to provide Canadian Citizens with a preference for employment opportunities. Foreign educational documentation is not recognized and often difficult to verify, creating delays in potential employment for immigrants

whose credentials do not meet Canadian standards, especially in hard to find skill sets such as specialty Engineers, Geo-Physicists, etc.

There were two promotions from the Persons with Disabilities group. There were four hired and two regrettable departures.

**TABLE 3: Comparison of Employee Hires with Availability
Data by Employment Equity Groups and by Occupational Groups
01 April 2011 to 31 March 2012**

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities **
Senior Managers	1	0	1	0	0	0
<i>% hired vs. availability</i>		<i>0% - 79.9%</i>	<i>100% - 24.2%</i>	<i>0% - 2.4%</i>	<i>0% - 8.7%</i>	<i>0% - 3.2%</i>
Middle Managers	0	0	0	0	6	0
<i>% hired vs. availability</i>		<i>0% - 62.9%</i>	<i>0% - 39.1%</i>	<i>0% - 1.9%</i>	<i>0% - 14.0%</i>	<i>0% - 3.2%</i>
Professionals	41	29	12	1	7	4
<i>% hired vs. availability</i>		<i>70% - 51.4%</i>	<i>30% - 40.8%</i>	<i>2.4% - 1.9%</i>	<i>17% - 15.2%</i>	<i>10% - 4.5%</i>
Semi-Professionals & Technicians	0	0	0	0	0	0
<i>% hired vs. availability</i>		<i>0% - 49.1%</i>	<i>0% - 49.4%</i>	<i>0% - 2.3%</i>	<i>0% - 11.7%</i>	<i>0% - 4.8%</i>
Supervisors	0	0	0	0	0	0
<i>% hired vs. availability</i>		<i>0% - 44%</i>	<i>0% - 56%</i>	<i>0% - 2.5%</i>	<i>0% - 20.1%</i>	<i>0% - 9.5%</i>
Administrative & Senior Clerical	9	3	6	1	1	0
<i>% hired vs. availability</i>		<i>33% - 18.2%</i>	<i>67% - 81.8%</i>	<i>11% - 2.0%</i>	<i>11% - 12.4%</i>	<i>0% - 2.6%</i>
Skilled Crafts & Trades	0	0	0	0	0	0
<i>% hired vs. availability</i>		<i>0% - 90.9%</i>	<i>0% - 9.1%</i>	<i>0% - 2.5%</i>	<i>0% - 8.9%</i>	<i>0% - 5.3%</i>
Semi-Skilled Workers	0	0	0	0	0	0
<i>% hired vs. availability</i>		<i>0% - 82.9%</i>	<i>0% - 17.1%</i>	<i>0% - 3.1%</i>	<i>0% - 27.2%</i>	<i>0% - 5.5%</i>
Totals	54	32	22	2	14	4

* Labour Market availability from 2006 Census Data

** Persons with Disabilities figures from 2006 Participation and Activity Limitation Survey (PALS) and Employer's Internal Data; and have combined Sr & Middle Managers data

**TABLE 4: Employee Promotions
by Employment Equity Groups and by Occupational Groups*
01 April 2011 to 31 March 2012**

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
01:Senior Managers	5	4	1	0	0	1
02:Middle & Other Managers	6	3	3	0	0	0
03:Professionals	59	18	41	5	9	1
07:Administrative & Senior Clerical Personnel	2	0	2	0	0	0
10:Clerical Personnel	1	0	1	0	0	0
11:Intermediate Sales and Service Personnel	1	1	0	1	0	0
Totals	74	26	48	8	9	2

*These occupational categories reflect the 2012 NOC Codes.

TABLE 5: Employee Regrettable Departures¹ by Employment Equity Groups and by Occupational Groups 01 April 2011 to 31 March 2012

Occupational Group	Total	Men	Women	Aboriginal People	Visible Minorities	Persons with Disabilities
01:Senior Managers	1	1	0	0	0	0
02:Middle & Other Managers	2	0	2	1	0	0
03:Professionals	32	15	17	2	5	2
07:Administrative & Senior Clerical Personnel	9	0	9	0	0	0
10:Clerical Personnel	6	1	5	0	0	0
11:Intermediate Sales and Services	1	1	0	0	0	0
Totals	51	18	33	3	5	2

¹ Regrettable departures: all separations from the NEB including retirements.

7.0 CONCLUSION

The NEB's workforce is representative of Canadian society. In particular, the NEB is very well represented with women, Aboriginal and Persons with Disabilities. However, with Canada's rapidly changing demographics, there are some gaps in Visible Minorities that will take time for the internal workforce mix to catch up with the changing realities of our country.

As documented in the NEB's Employment Equity and Diversity Plan, the NEB plans to strengthen its strategies in regard to Employment Equity in order to both attract and retain members of the designated groups.

The NEB will commit to improving our outreach efforts to increase the representation of Visible Minorities in those occupational groups where they are not well represented. In addition, although the NEB's representation of Aboriginal People reflects well against the availability data, efforts will continue to include contacts with representatives of both secondary and post-secondary institutions that have responsibility for Aboriginal learners. Wherever possible, we will continue to liaise with Workforce Diversity Consultants in other government organizations to share inventories of available Aboriginal applicants. At a minimum, this will continue to provide us with access to Aboriginal candidates for future NEB competitions.

With respect to the NEB's self-identification form, this process is now mandatory and all employees are required to complete this form.

Labour market availability for the Visible Minority group has increased with the inclusion of Landed Immigrants in Census data. This adjustment represents an increase in the representation target for the NEB. A diverse outreach team participated in a number of career fairs to promote NEB as a potential employer and to build relationships with post-secondary educational institutions. This approach will continue in order to increase our representation of Visible Minorities.

Given the size of our organization, there are a limited number of senior management/executive positions. In the short-term, appointment opportunities to increase the representation of designated Employment Equity groups are not expected to become available. Resources will continue to be dedicated to providing growth and development opportunities to encourage retention and upward mobility into senior ranks. We are optimistic that this strategy will encourage the retention of Women, Aboriginal People, Visible Minorities, and Persons with Disabilities.

The NEB will continue to be innovative to ensure that any gains made with respect to the hiring and retention of members of the designated Employment Equity groups are not eroded. As part of our attraction and retention strategy for all employees, the NEB is committed to building a workplace that embraces inclusiveness and diversity.

