



Employment Equity Annual Report 2007-2008

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Employment Equity Annual Report 2007-2008

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Canadian Nuclear Safety Commission

Employment Equity Annual Report

2007-2008

TABLE OF CONTENTS

1. The Canadian Nuclear Safety Commission	1
Organizational structure	1
2. The CNSC approach to equity and diversity	1
Our commitment to diversity begins with our managers.....	2
Orientation for all new employees	2
3. Our accomplishments in 2007-2008	2
A representative workforce	2
An employer of choice: attracting and retaining talent.....	2
Self-Identification: count yourself in at the CNSC	3
Our Employee Assistance Program	3
Policy on the prevention and resolution of harassment in the workplace	4
National Occupational Classification Review	4
4. Statistical Highlights.....	4
Designated group representation highlights.....	4
Representation in hirings, promotions, separations and salary range.....	6
5. Going forward.....	6
Continued recruitment efforts	6
Learning	6
Understanding demographics	7
Integrated human resources and business planning.....	7
Bridging our gaps	7
6. Conclusion.....	7

Appendix 1: Data Tables	8
Table 1 - Representation of Designated Groups within the Canadian Nuclear Safety Commission	8
Table 2 - Representation of Designated Groups by Geography.....	8
Table 3 - Representation of Designated Groups by Employment Equity Occupational Group (EEOG)	9
Women	9
Table 4 - Representation of Women by Employment Equity Occupational Group (EEOG).....	9
Aboriginal Peoples	10
Table 5 - Representation of Aboriginal Peoples by Employment Equity Occupational Group (EEOG)	10
Persons with Disabilities	10
Table 6 - Representation of Persons with Disabilities by Employment Equity Occupational Group (EEOG)	10
Visible Minorities.....	11
Table 7 - Representation of Visible Minorities by Employment Equity Occupational Group (EEOG)	11
Representation in Hirings, Promotions, Separations and Salary Ranges.....	11
Table 8 - Hiring of Designated Group by Employment Equity Occupational Group (EEOG).....	11
Table 9 - Promotions of Designated Group by Employment Equity Occupational Group (EEOG)	12
Table 10 - Departure of Designated Groups by Employment Equity Occupational Group (EEOG)	12
Table 11 - Representation of Designated Groups by Salary Range.....	13

Introduction

The Canadian Nuclear Safety Commission (CNSC) Annual Report on Employment Equity highlights the results and progress achieved by the organization on employment equity (EE) matters between April 1, 2007 to March 31, 2008. It also provides a statistical picture of CNSC representation—as of March 31, 2008—of the four designated groups: Women, Aboriginal Peoples, Persons with Disabilities and Persons in a Visible Minority Group.

1. The Canadian Nuclear Safety Commission

The CNSC was established in 2000 under the *Nuclear Safety and Control Act*. The Commission regulates all nuclear facilities and activities in Canada to meet its international obligations and protect the environment and the health, safety and security of Canadians.

Under the *Nuclear Safety and Control Act*, we have four mandated functions: regulating the development, production and use of nuclear energy in Canada; regulating the production, possession, use and transport of nuclear substances; implementing measures to control of the development, production, transport and use of nuclear energy and substances; and disseminating scientific, technical and regulatory information concerning the CNSC activities. Each of these functions supports the Government of Canada's priorities.

Our organizational structure

The CNSC is an independent tribunal, a federal regulatory agency and a departmental corporation under Schedule II of the *Financial Administration Act*. It is led by a President and CEO, and reports to Parliament through the Minister of Natural Resources. Our organization maintains 12 offices: our headquarters in Ottawa and five regional offices, as well as offices in each of the five Canadian nuclear generating stations and at Atomic Energy of Canada Limited's Chalk River Laboratories.

As a tribunal, the Commission sets regulatory policy, establishes regulations and adjudicates on licence applications and other requests. The Tribunal is composed of up to seven permanent members who are appointed by the Governor in Council. The Tribunal is supported by the Commission's staff of more than 700 people who review applications for licencees according to regulatory requirements, make recommendations to the Commission and enforce compliance with the *Nuclear Safety and Control Act*, its regulations and any CNSC-imposed licence conditions.

2. The CNSC approach to equity and diversity

The CNSC is guided by the principles outlined in the *Employment Equity Act*, the *Official Languages Act* and the *Canadian Multiculturalism Act*. We are committed to creating a representative Canadian workforce and a work environment that is founded upon respect for others and a regard for human dignity. As such, the CNSC ensures all employees are given the opportunity to use their skills and experience effectively and efficiently to contribute to CNSC performance and service delivery.

By supporting diversity and building a workforce rich in different cultures, perspectives and experiences, we are not only able to meet our international commitments for the peaceful use of nuclear energy, but we are also better able to attract and retain the top talent who drive our productivity.

The CNSC commitment to equity and diversity is also reflected in its Employment Equity Plan.

Our commitment to diversity begins with our managers

The CNSC has developed elements of a Management Fundamentals Training Program that describes managers' responsibilities as they relate to key human resources issues such as recruitment, labour relations, official languages, health and safety, and training and development.

The program's human resources module, which includes information on harassment, diversity and workplace accommodation, and the *Official Languages* and *Employment Equity* acts, was developed and tested in 2007–2008. It is now mandatory for all managers.

Orientation for all new employees

As we welcome new employees into the CNSC family, we encourage them to complete orientation sessions. These sessions explain the importance of equity, diversity, and provide new employees with valuable information about the CNSC Workplace Accommodation, Employment Equity and Official Languages policies.

3. Our accomplishments in 2007–2008

In 2007–2008, the Canadian Nuclear Safety Commission attained full representation in three of the four Designated Groups.

A Representative Workforce

CNSC internal statistics show that our national workforce exceeds workforce availability (WFA) for the general Canadian population in three of the four designated groups. At the CNSC:

- Women account for more than 100% of WFA (42.5% compared to 40.5%);
- Aboriginal Peoples account for more than 100% of WFA (1.3% compared to 1.2%);
- Persons in a Visible Minority group account for more than 100% of WFA (13.9% compared to 11.7%); and
- Persons with Disabilities, however, make up only 44.6% of WFA (1.7% compared to 3.9%).

An Employer of Choice: attracting and retaining talent

The CNSC is in a strong period of growth. In 2006-07, the organization grew by over 15%, and in 2007-08, by a further 15%.

The CNSC strives to position itself as an employer of choice. The regulation of nuclear energy and materials demands a significant amount of technical competence from CNSC employees. One of the CNSC's principal strategic priorities is to attract and retain people with highly specialized expertise. All notices of positions available at the CNSC emphasize that Canadians, permanent residents and groups designated under the *Employment Equity Act* are encouraged to apply. The CNSC makes its job postings available to the public through the CNSC Web site and uses Publiservice and jobs.gc.ca as appropriate. The CNSC also uses targeted media—such as publications that serve Canada's Aboriginal communities—to attract candidates from different ethno-cultural backgrounds.

At the CNSC, we recognize that the identification and removal of employment barriers benefit all employees. To ensure that all ethno-cultural communities are provided equal opportunities, we equip managers and recruiters with tools that enable them to make unbiased decisions when staffing positions. For example, we offer managers and recruiters a Cultural Differences in the Workplace seminar that provides them with information on best practices for developing bias-free statements of merit criteria, selecting, assessing and interviewing candidates, and giving feedback in culturally sensitive ways.

We are very proud that in this period of unprecedented growth we have been able to maintain our representation in three of four designated groups.

Self-Identification: Count Yourself in at the CNSC

Through self-identification questionnaires, the CNSC is able to gain an accurate picture of the composition of its workforce and the extent to which its human resources are representative of the Canadian workforce as a whole.

The CNSC requests that new employees complete a self-identification questionnaire for employment equity purposes. In those cases where employees have not completed the self-identification form we sent reminders to reinforce the importance of completing it. The data we collect through this questionnaire is used to ensure that the CNSC human resources practices reflect the value of diversity, promote full designated group workforce participation and preserve dignity and respect for all employees. The data also enables the CNSC to enhance opportunities based on fairness, reach its goal of a representative workforce, and plan and implement barrier-free programs, systems, policies and practices.

Historically, the rate of completion of self-identification surveys has been high at the CNSC. For 2007-2008 the rate was above 80 %.

Our Employee Assistance Program

Because we understand that personal and work-related concerns are often linked, the CNSC maintains an Employee Assistance Program (EAP) that is delivered by an external service provider. Through the EAP, CNSC employees and their immediate family members can work directly and confidentially with highly trained counsellors to address a wide spectrum of problems, such as workplace conflict, harassment and cross-cultural communication. The EAP also offers wellness sessions and seminars on a variety of subjects relating to multiculturalism, such as workplace-violence prevention, respect in the workplace and collaboration at work.

Policy on the prevention and resolution of harassment in the workplace

The CNSC has a policy on the prevention and resolution of harassment in the workplace. Developed in 1995, the policy includes best practices from other Government of Canada organizations and includes key concepts that promote conflict prevention and resolution. This policy will be revised in 2008-09 to ensure that it continues to meet the needs of the CNSC.

National Occupation Classification Review

The National Occupation Classification (NOC) is the nationally accepted reference for Canadian occupations. The classification system organizes more than 30,000 job titles into 520 occupational group descriptions. At the CNSC, NOC codes are also used to determine representation gaps in employment-equity initiatives. The CNSC accomplishes this exercise by comparing its employment data with Canadian labour-market statistics.

In 2008, the CNSC performed a complete audit of its current and new positions to ensure the NOC codes had been applied properly and that the process used for assigning NOC codes was effective. As a result of this review, we adjusted a number of NOC codes to better reflect job content.

Our most recent analysis—using data taken from our HRIS system on March 31, 2008—shows that our system comprises six Employment Equity Occupational Groups (EEOGs) and 49 NOC unit groups.

4. Statistical highlights

During 2007–2008, as it has since its inception, the CNSC has worked to increase the representation, advancement and retention of each of the four designated groups. While we are pleased with the gains we have made in attracting and retaining many employees in these groups, we understand we have much more work to do. The statistical analyses on the following pages convey the extent to which the CNSC has met its goals for designated groups and illustrate the gaps we have yet to fill.

Designated group representation highlights

CNSC data shows that our workforce exceeds workforce availability for the general Canadian population in three of the four designated groups: Women, Aboriginal Peoples and Visible Minorities.

A detailed statistical analysis of each of the four designated groups follows.

Women

- At the CNSC, women comprise 42.5% of our total population, as compared to WFA of 40.5%.

- Women are fully represented in three of the CNSC six EEOGs (Professionals, Clerical Personnel, and Semi-Professionals and Technicians) and are well represented in two others (Middle and Other Managers, and Administrative and Senior Clerical Personnel), accounting for more than 90% of the WFA.
- The major source of under-representation among women exists in the Senior Managers EEOG. Our representation is 14.3% compared to the WFA figure of 39.3%.

Aboriginal Peoples

- At the national level, Aboriginal Peoples exceed WFA (1.3%, compared with 1.2%).
- Aboriginal Peoples are represented at levels equal to or better than WFA in three (Middle and Others Managers, Professionals and Semi-Professionals) of the CNSC six EEOGs.
- Among Administrative and Senior Clerical Personnel, Aboriginal Peoples in the CNSC make up 77.7% of the WFA.
- There is no representation of Aboriginal Peoples in the Senior Managers and Clerical Personnel EEOGs.

Persons with Disabilities

- During 2007–2008, the representation of Persons with Disabilities at the CNSC decreased from 2.5% to 1.7%, representing 44.6% of WFA.
- In absolute terms, the number of Persons with Disabilities declined by only three employees between this fiscal year and last. Of those three employees, two are on leave without pay and one left the CNSC.
- The proportion of Persons with Disabilities at the CNSC exceeds WFA in the Administrative and Senior Clerical Personnel EEOG.
- The CNSC representation is below WFA in all other EEOGs.

Persons in a Visible Minority group

- The representation of Visible Minorities at the CNSC continues to increase from 13.4% in 2006–2007 to 13.9% in 2007–2008. This figure exceeds the WFA of 11.7%.
- Visible Minorities are fully represented in the Senior Manager and Professional EEOGs. Combined, the population of these two EEOGs, accounts for 64.2% of the CNSC workforce.
- Representation of Visible Minorities in the Semi-Professional & Technicians and Clerical Personnel EEOGs remains high, respectively accounting for 85.2% and 97.5% of WFA.

- The major source of under-representation for Visible Minorities exists in the Administrative and Senior Clerical Personnel EEOG (41.5% of WFA), although representation has increased from 2006-2007.

Representation in hirings, promotions, separations and salary ranges

In 2007–2008, the CNSC hired 141 new employees; of these, the proportion of women (47.5%) and persons in a visible minority group (14.2%) hired exceeded the WFA. There were no hirings of Aboriginal Peoples or Persons with Disabilities in 2007-08.

In 2007-2008, the CNSC saw 52 employees leave the organization. With the exception of Persons with Disabilities, the rate of departures in the other three designated groups exceeds WFA, a trend which will have to be monitored in subsequent years.

In 2007-2008, 33 employees were promoted. The proportion of those promoted who are in designated groups exceeds WFA, with the exception of Persons in a Visible Minority Group.

In 2007-2008, roughly half of our employees made under \$85,000. The proportion of Women and Aboriginal Peoples that made under \$85,000 exceeds the CNSC proportion. However, the proportion of Persons in a Visible Minority group that made over \$85,000 exceeds the CNSC experience, while the trend for Persons with Disabilities generally is similar to the overall CNSC population.

5. Going forward

In the coming year, the CNSC will continue to emphasize recruitment, learning, providing relevant demographic analyses, and integrated planning to support achieving employment equity results.

Continued recruitment efforts

In 2008–2009, the CNSC will implement a series of initiatives to ensure not only that our organization continues to meet and exceed representation in each of the four designated groups, but also that we further develop and retain skilled employees. To meet these goals, we will:

- develop and implement a recruitment strategy to position the CNSC as an employer of choice and consider multiculturalism and diversity issues, and
- continue outreach efforts such as developing stronger presences at career fairs, maintaining inventories of targeted recruitment resources and mining national and international recruitment Web sites.

Learning

The CNSC believes profoundly in the value of training and development as tools for employee retention. We are pleased to encourage all our employees to pursue personal and professional development programs at all stages of their careers.

In 2008–2009, the CNSC will implement a process for all employees to work with their supervisors to create and implement individual learning plans. These plans will help identify personal and organizational-level learning strategies and gaps, and foster discussions between managers and employees on career development.

Understanding demographics

Not only must CNSC managers have an excellent understanding of HR planning needs and the CNSC business objectives, but they must also fully appreciate how their workforce demographics compare with those of the broader Canadian labour market. The CNSC will support its managers in this regard by delivering key human resources information in a Human Resources Dashboard.

The Dashboard will provide human capital metrics to help managers plan for future needs and manage their current organization. Using this general demographic information, managers will be able to identify gaps in representation, recruitment, promotions and departures for each of the designated Employment Equity Occupational Groups.

Integrated human resources and business planning

By integrating planning processes into a single plan, the CNSC will ensure that EE is a key component of the planning process and that our managers are directly accountable for implementing human resources management and employment equity plans.

We will publish our integrated human resources and business plan on our Web site by March 31, 2009.

Bridging our gaps

We will continue to bridge the representation gaps we have identified in this report to create a work environment that is as inclusive as possible. To do so, we will:

- monitor progress towards achieving the short- and long-term goals through the EE Annual Report, the EE Plan, our Integrated Human Resources Planning and our Human Resources Dashboard,
- improve outreach strategies to attract qualified designated group members,
- continue efforts to sustain high self-identification rates.

6. Conclusion

At the Canadian Nuclear Safety Commission, we are proud of the efforts we made in 2007–2008 to realize our employment equity goals. While we still have work to do, we feel we have made significant accomplishments in building a workforce that is as diverse and talented as the Canadian public it serves.

Building a diverse workplace doesn't just make good business sense—it creates a dynamic work environment for everyone at the CNSC. As Canada's demographics change, a diverse workforce will give the CNSC a foundation for broadening its professional capacity and discovering more effective ways to serve the needs of Canadians.

APPENDIX 1: DATA TABLES

Table 1 - Representation of Designated Groups within the Canadian Nuclear Safety Commission

Employment Equity Designated Group	March 31, 2008 CNSC Representation		2008 Workforce Availability	March 31, 2007 CNSC Representation as a percentage of 2001 WFA	March 31, 2008 CNSC Representation as a percentage of 2001 WFA
	Number	Percentage	Percentage		
Women	293	42.5%	40.5%	100.0%	100.0%
Aboriginal Peoples	9	1.3%	1.2%	100.0%	100.0%
Persons with Disabilities	12	1.7%	3.9%	67.6%	44.6%
Visible Minorities	96	13.9%	11.7%	100.0%	100.0%

Table 2 - Representation of Designated Groups by Geography

CNSC Population by Area		Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
March 31, 2008*		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
National Capital Region	618	265	42.9%	8	1.3%	10	1.6%	88	14.2%
New Brunswick	4	3	75.0%	0	0.0%	0	0.0%	0	0.0%
Quebec	12	6	50.0%	0	0.0%	1	8.3%	0	0.0%
Ontario	37	11	29.7%	0	0.0%	0	0.0%	6	16.2%
Saskatchewan	11	2	18.2%	1	9.1%	0	0.0%	1	9.1%
Alberta	8	6	75.0%	0	0.0%	1	12.5%	1	12.5%
Total Workforce	690	293	42.5%	9	1.3%	12	1.7%	96	13.9%

* Excludes students and term employees under 3 months and employees on leave without pay.

Table 3 - Representation of Designated Groups by Employment Equity Occupational Group (EEOG)

CNSC Population by EEOG as of March 31, 2008	CNSC Population		Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	
Senior Managers	14	2	14.3%	0	0.0%	0	0.0%	1	7.1%	
Middle and Other Managers	62	14	22.6%	1	1.6%	0	0.0%	4	6.5%	
Professionals	429	136	31.7%	5	1.2%	8	1.9%	81	18.8%	
Semi-Professionals and Technicians	32	12	37.5%	2	6.3%	0	0.0%	3	9.4%	
Administrative and Senior Clerical Personnel	99	88	88.9%	1	1.0%	4	4.0%	3	3.0%	
Clerical Personnel	54	41	75.9%	0	0.0%	0	0.0%	4	7.4%	
Total	690	293	42.5%	9	1.3%	12	1.7%	96	13.9%	

Table 4 - Representation of Women by Employment Equity Occupational Group (EEOG)

EEOG as of March 31, 2008	CNSC Population	Women		2008 Workforce Availability (WFA)	Representation as a percentage of WFA
		Number	Percentage	Percentage	Percentage
Senior Managers	14	2	14.3%	39.3%	36.4%
Middle and Other Managers	62	14	22.6%	24.9%	90.7%
Professionals	429	136	31.7%	27.3%	100.0%
Semi-Professionals and Technicians	32	12	37.5%	33.0%	100.0%
Administrative and Senior Clerical Personnel	99	88	88.9%	91.0%	97.7%
Clerical Personnel	54	41	75.9%	75.5%	100.0%
Total	690	293	42.5%	40.5%	100.0%

Table 5 - Representation of Aboriginal Peoples by Employment Equity Occupational Group (EEOG)

EEOG as of March 31, 2008	CNSC Population	Aboriginal Peoples		2008 Workforce Availability (WFA)	Representation as a percentage of WFA
		Number	Percentage	Percentage	Percentage
Senior Managers	14	0	0.0%	5.6%	0.0%
Middle and Other Managers	62	1	1.6%	0.4%	100.0%
Professionals	429	5	1.2%	1.1%	100.0%
Semi-Professionals and Technicians	32	2	6.3%	1.9%	100.0%
Administrative and Senior Clerical Personnel	99	1	1.0%	1.3%	77.7%
Clerical Personnel	54	0	0.0%	2.2%	0.0%
Total	690	9	1.3%	1.2%	100.0%

Table 6 - Representation of Persons with Disabilities by Employment Equity Occupational Group (EEOG)

EEOG as of March 31, 2008	CNSC Population	Persons with Disabilities		2008 Workforce Availability (WFA)	Representation as a percentage of WFA
		Number	Percentage	Percentage	Percentage
Senior Managers	14	0	0.0%	2.1%	0.0%
Middle and Other Managers	62	0	0.0%	2.5%	0.0%
Professionals	429	8	1.9%	4.1%	45.5%
Semi-Professionals and Technicians	32	0	0.0%	3.9%	0.0%
Administrative and Senior Clerical Personnel	99	4	4.0%	4.0%	100.0%
Clerical Personnel	54	0	0.0%	4.4%	0.0%
Total	690	12	1.7%	3.9%	44.6%

Table 7 - Representation of persons in a Visible Minority group by Employment Equity Occupational Group (EEOG)

	CNSC Population	Visible Minorities		2008 Workforce Availability (WFA)	Representation as a percentage of WFA
		Number	Percentage	Percentage	Percentage
EEOG as of March 31, 2008					
Senior Managers	14	1	7.1%	5.1%	100.0%
Middle and Other Managers	62	4	6.5%	10.2%	63.3%
Professionals	429	81	18.8%	13.6%	100.0%
Semi-Professionals and Technicians	32	3	9.4%	11.0%	85.2%
Administrative and Senior Clerical Personnel	99	3	3.0%	7.3%	41.5%
Clerical Personnel	54	4	7.4%	7.6%	97.5%
Total	690	96	13.9%	11.7%	100.0%

Table 8 - Hiring of Designated Groups by Employment Equity Occupational Group (EEOG)

CNSC Hires* by EEOG March 31, 2008		Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Senior Managers	2	1	50.0%	0	0.0%	0	0.0%	0	0.0%
Middle and Other Managers	12	4	33.3%	0	0.0%	0	0.0%	0	0.0%
Professionals	88	33	37.5%	0	0.0%	0	0.0%	17	19.3%
Semi-Professionals and Technicians	7	2	28.6%	0	0.0%	0	0.0%	1	14.3%
Administrative and Senior Clerical Personnel	21	19	90.5%	0	0.0%	0	0.0%	2	9.5%
Clerical Personnel	11	8	72.7%	0	0.0%	0	0.0%	0	0.0%
Total	141	67	47.5%	0	0.0%	0	0.0%	20	14.2%

* Excludes students and term employees under 3 months and employees on leave without pay.

Table 9 - Promotions of Designated Groups by Employment Equity Occupational Group (EEOG)

CNSC Promotions* by EEOG March 31, 2008		Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Senior Managers	2	0	0.0%	0	0.0%	0	0.0%	1	50.0%
Middle and Other Managers	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Professionals	24	12	50.0%	1	4.2%	2	8.3%	2	8.3%
Semi-Professionals and Technicians	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Administrative and Senior Clerical Personnel	3	3	100.0 %	0	0.0%	0	0.0%	0	0.0%
Clerical Personnel	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	33	15	45.5%	1	3.0%	2	6.1%	3	9.1%

* Excludes students and term employees under 3 months and employees on leave without pay.

Table 10 - Departures of Designated Groups by Employment Equity Occupational Group (EEOG)

CNSC Departures* by EEOG March 31, 2008		Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Senior Managers	1	0	0.0%	0	0.0%	0	0.0%	1	100.0%
Middle and Other Managers	4	2	50.0%	0	0.0%	0	0.0%	0	0.0%
Professionals	28	12	42.9%	1	3.6%	0	0.0%	6	21.4%
Semi-Professionals and Technicians	2	2	100.0%	0	0.0%	0	0.0%	0	0.0%
Administrative and Senior Clerical Personnel	9	9	100.0%	0	0.0%	1	11.1%	0	0.0%
Clerical Personnel	8	7	87.5%	0	0.0%	0	0.0%	0	0.0%
Total	52	32	61.5%	1	1.9%	1	1.9%	7	13.5%

* Excludes students and term employees under 3 months and employees on leave without pay.

Table 11 - Representation of Designated Groups by Salary Range

CNSC Population by Salary Range March 31, 2008	CNSC		Women		Aboriginal Peoples		Persons with Disabilities		Visible Minorities	
	Number	Cumulative Percentage	Number	Cumulative Percentage	Number	Cumulative Percentage	Number	Cumulative Percentage	Number	Cumulative Percentage
under \$ 39,999	5	0.7%	2	0.7%	0	0.0%	0	0.0%	0	0.0%
\$40,000 - \$44,999	25	4.3%	18	6.8%	0	0.0%	0	0.0%	2	2.1%
\$45,000 - \$49,999	36	9.6%	32	17.7%	1	11.1%	0	0.0%	3	5.2%
\$50,000 - \$54,999	73	20.1%	60	38.2%	0	11.1%	3	25.0%	3	8.3%
\$55,000 - \$59,999	23	23.5%	18	44.4%	0	11.1%	1	33.3%	1	9.4%
\$60,000 - \$64,999	23	26.8%	12	48.5%	2	33.3%	0	33.3%	4	13.5%
\$65,000 - \$69,999	36	32.0%	20	55.3%	0	33.3%	1	41.7%	1	14.6%
\$70,000 - \$74,999	46	38.7%	28	64.8%	2	55.6%	0	41.7%	6	20.8%
\$75,000 - \$79,999	21	41.7%	7	67.2%	1	66.7%	0	41.7%	3	24.0%
\$80,000 - \$84,999	35	46.8%	14	72.0%	0	66.7%	1	50.0%	5	29.2%
\$85,000 - \$89,999	88	59.6%	30	82.3%	0	66.7%	1	58.3%	11	40.6%
\$90,000 - \$94,999	30	63.9%	14	87.0%	1	77.8%	1	66.7%	6	46.9%
\$95,000 - \$99,999	10	65.4%	2	87.7%	0	77.8%	0	66.7%	3	50.0%
\$100,000 - \$104,999	94	79.0%	15	92.8%	0	77.8%	4	100.0%	13	63.5%
\$105,000 - \$109,999	4	79.6%	0	92.8%	0	77.8%	0	100.0%	0	63.5%
\$110,000 - \$114,999	88	92.3%	12	96.9%	1	88.9%	0	100.0%	33	97.9%
\$115,000 - \$119,999	27	96.2%	5	98.6%	0	88.9%	0	100.0%	0	97.9%
\$120,000 and over	26	100.0%	4	100.0%	1	100.0%	0	100.0%	2	100.0%
Total	690		293		9		12		96	

* Excludes students and term employees under 3 months and employees on leave without pay.