



# Employment Equity Annual Report 2008–09

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Canadian Nuclear  
Safety Commission

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Canada

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Canadian Nuclear Safety Commission

Employment Equity Annual Report

2008–09

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## I. GENERAL OVERVIEW – CANADIAN NUCLEAR SAFETY COMMISSION

The Canadian Nuclear Safety Commission (CNSC) regulates nuclear energy and substances in Canada. Through its licensing, certification and compliance processes, the CNSC ensures that nuclear activities are carried out safely, in order to protect people, their health and their environment. The CNSC also works to ensure that Canadians and Canadian companies respect Canada's international commitments on the peaceful use of nuclear energy.

The CNSC was established in 2000 under the *Nuclear Safety and Control Act* (NSCA) that sets out the CNSC's mandate, responsibilities and powers. Through the NSCA and associated regulations, the CNSC regulates:

- nuclear power plants
- uranium mines and mills
- uranium processing and fuel fabrication facilities
- nuclear research and test facilities and non-power reactors
- nuclear substance processing facilities
- radioactive waste and waste management facilities;
- hospitals and cancer treatment centres
- decommissioning of heavy water production plants
- use of nuclear substances and radiation devices
- packaging and transport of nuclear substances
- import and export of nuclear substances and equipment

The CNSC also administers the *Nuclear Liability Act* and, as a Responsible Authority under the *Canadian Environmental Assessment Act*, carries out Environmental Assessments (EAs) for nuclear projects in accordance with this legislation.

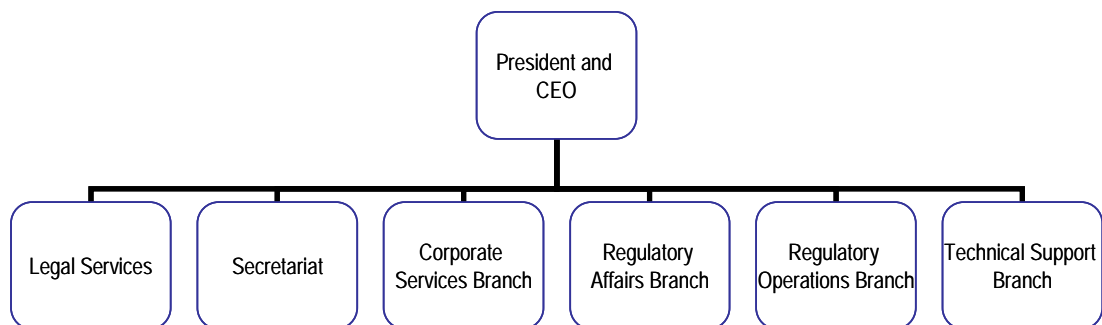
### Organizational Structure

The CNSC is an independent, quasi-judicial administrative tribunal and federal regulatory agency. As a departmental corporation under Schedule II of the *Financial Administration Act*, it reports to Parliament through the Minister of Natural Resources.

The CNSC tribunal has up to seven permanent members who are appointed by the Governor in Council, and it is supported by more than 800 employees. The CNSC's President is a permanent full-time member, and other members may be appointed to serve full or part time. The Governor in Council can also appoint temporary members as required.

The CNSC is led by its President and CEO (see Figure 1) and maintains 12 offices: two headquarters in Ottawa and four regional offices across Canada, as well as offices at each of the five Canadian nuclear generating stations and at Atomic Energy of Canada Limited's Chalk River Laboratories.

*Figure 1: CNSC Organizational Chart*



## II. QUANTITATIVE INFORMATION

### Workforce Representation

The CNSC has experienced a strong period of growth over the last few years. The CNSC grew by 15.1% in 2007–08 and by a further 16.7% in 2008–09. The *2007–08 Canadian Nuclear Safety Commission Employment Equity Annual Report*, based on 2001 census data, demonstrated that the CNSC population exceeded workforce availability in three of the four designated groups. In 2008–09, the representation of Women and Members of a Visible Minority increased, while representation of Aboriginal Peoples and Persons with Disabilities remained stable at the CNSC. However, the use of new 2006 census data for workforce availability (WFA) — with higher representation in all four designated groups in the workforce — has translated into gaps in representation for all four of these groups at the CNSC in 2008–09:

- Women are represented at 93.8% of workforce availability (45.4% vs. WFA of 48.4%).
- Aboriginal Peoples representation stands at 79% of workforce availability (1.3% vs. WFA of 1.7%).
- Members of a Visible Minority representation stands at 85.8% of workforce availability (14.2% vs. WFA of 16.5%).
- Persons with Disabilities are represented at 39.7% of workforce availability (1.6% vs. WFA of 4.0%).

Table A compares the representation of all four designated groups in 2007–08 and 2008–09 versus WFA.

*Table A: Comparison of employee representation and WFA 2007–08 vs. 2008–09*

	Designated Group Representation March 31, 2008 (% of total employees)	Census 2001 WFA (%)	Designated Group Representation March 31, 2009 (% of total employees)	Census 2006 WFA (%)
Women	42.5	40.5	45.4	48.4
Aboriginal Peoples	1.3	1.2	1.3	1.7
Members of a Visible Minority	13.9	11.7	14.2	16.5
Persons with Disabilities	1.7	3.9	1.6	4.0



## Representation of Employment Equity Occupational Groups

CNSC employees are represented in 6 of the 14 employment equity occupational groups (EEOGs). These six groups are as follows:

- Senior Managers
- Middle and Other Managers
- Professionals
- Semi-Professionals and Technicians
- Administrative and Senior Clerical Personnel
- Clerical Personnel

The Professionals group is the predominant EEOG at the CNSC .

For permanent indeterminate and term employees with three months' service or more, highlights of the representation of the four designated groups as of March 31, 2009 were as follows:

### *Women (see Table 4)*

- Women represent 45.4% of the CNSC workforce in 2008–09, an increase from 42.5% in 2007-2008.
- The representation of Women at the CNSC exceeds WFA in three EEOGs (Semi-Professionals and Technicians at 105.6% of WFA, Administrative and Senior Clerical Personnel at 115.9% of WFA, and Clerical Personnel at 105.9% of WFA).
- The representation of Women is below WFA in the management and professional EEOGs (Senior Managers at 47.4% of WFA, Middle and Other Managers at 64.3% of WFA, and Professionals at 83.4% of WFA).

### *Aboriginal Peoples (see Table 5)*

- The representation of Aboriginal Peoples in 2008–09 remains unchanged from 2007-2008 at 1.3% of CNSC workforce.
- Aboriginal Peoples are fully represented in the Middle and Other Managers EEOG and significantly exceed WFA in the Semi-Professionals and Technicians EEOG (283.8% of WFA).
- Representation of Aboriginal Peoples is below WFA in the Professionals (79.3% of WFA) and Administrative and Senior Clerical Personnel EEOGs (87.7% of WFA).
- Aboriginal Peoples are not represented in the Senior Managers and Clerical Personnel EEOGs.

*Persons with Disabilities (see Table 6)*

- The representation of Persons with Disabilities decreased from 1.7% in 2007-2008 to 1.6% in 2008–09.
- The representation of Persons with Disabilities exceeds WFA in the Administrative and Senior Clerical Personnel EEOG (250.6% of WFA).
- They are significantly under-represented in the Professionals EEOG (38.2% of WFA).
- Persons with Disabilities are not represented in four EEOGs (Senior Manager, Middle and Other Managers, Semi-Professionals and Technicians, and Clerical Personnel).

*Members of a Visible Minority (see Table 7)*

- Members of a Visible Minority are fully represented in the Professionals group.
- They exceed representation for Senior Managers EEOG (125.5%).
- Members of a Visible Minority are significantly under represented in the other four EEOGs (Middle and Other Managers (64.1% of WFA), Semi-Professionals and Technicians (57.5% of WFA), Administrative and Senior Clerical Personnel (28.1% of WFA) and Clerical Personnel (44.6% of WFA).

The CNSC undertook special measures to attract qualified candidates from the four employment equity groups to maintain a representative workforce. However, it is recognized that renewed efforts will be required throughout the next fiscal years to address the gaps that have arisen primarily due to the increased representation in all four designated groups in the workforce.

**Representation in hirings, promotions, separations and salary ranges in 2008–09**

- The CNSC hired 184 new employees. Of these, only the rate of hiring of Women (54.3%) exceeded the WFA. The rate of hiring for the other three designated groups was below WFA (Table 8 in Appendix).
- Thirty-eight CNSC employees were promoted, with the rate of promotion of Members of a Visible Minority being higher than their representation rate in the organization. Women accounted for half of all the promotions at the CNSC. However, there were no promotions for Aboriginal Peoples or Persons with Disabilities (see Table 9 in Appendix).
- Sixty-seven employees left the organization. The rate of departure of Women, Persons with Disabilities and Members of a Visible Minority were well below their rate of representation at the CNSC. However, the reverse is true for Aboriginal Peoples (see Table 10 in Appendix).
- Across the CNSC, roughly 54% of employees earn over \$85,000. For Aboriginal Peoples, Persons with Disabilities, and Members of a Visible Minority, the percent of employees earning over \$85,000 is higher than the CNSC rate, whereas for Women, the rate is much lower (30% vs. 54%) (see Table 11 in Appendix).

### III. APPROACH TO EMPLOYMENT EQUITY

The CNSC considers employment equity as an integral component of human resources management policies, programs and decision-making that supports the creation of a representative and diverse workforce and the maintenance of a healthy work environment.

The CNSC's diverse workforce of employees, with rich cultural backgrounds and capacity to communicate in different languages, results from concerted efforts over the years to recruit the best professional and technical expertise from around the world. Management considers the *Employment Equity Act* as an important contributor to the CNSC's success in attracting and retaining top talent who drive productivity, in meeting its international commitments for the peaceful use of nuclear energy, in providing the capacity to consult with Aboriginal communities, and in engaging all Canadians on nuclear-related regulatory matters.

The CNSC's set of core values (quality, integrity, competence, dedication and respect for others) supports a diverse work force and functions to evolve an effective organizational culture, which strengthens its ability to achieve its mandate.

#### **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 represent the workforce.

In 2008–09, the CNSC continued to invite new employees to complete a self-identification questionnaire for employment equity purposes. In cases where employees did not complete the self-identification form, they were sent reminders to reinforce its importance. The questionnaire's rate of return was 80%. Data collected was used to ensure that CNSC human resources practices reflect the value of diversity, promote full designated group workforce participation and preserve dignity and respect for all employees.

#### **Employment Equity Environment**

As it continues to grow, the CNSC is committed to attracting and retaining the best qualified professional and technical expertise from around the world by ensuring that all its employees benefit from a fair and equitable environment. The following programs and policies help foster this environment.

### *Policy on the Prevention and Resolution of Harassment in the Workplace*

The CNSC's *Policy on the Prevention and Resolution of Harassment in the Workplace*, which was revised in 2008–09, includes best practices from other Government of Canada organizations and key concepts that promote conflict prevention and resolution. Information sessions will be held in 2009-2010 on the content of the new policy and on topics relevant to discrimination of members of employment equity groups.

### *Informal Conflict Management System (ICMS)*

The CNSC established an Informal Conflict Management System (ICMS) to provide a systematic approach to preventing, managing and resolving conflict. It addresses conflict and adds an alternative resolution method to the existing rights-based structures, forming a more robust conflict management system with multiple options.

The ICMS has three key components:

- conflict prevention
- self-directed conflict resolution
- third-party-assisted conflict resolution

The ICMS was launched in December 2008 and information sessions were held in early 2009. Introductory courses (ICMS 101 and Conflict Management Skills) were offered to all employees in January, February and March 2009. In addition, all new employees are required to take an ICMS course on the following topics:

- the nature and scope of conflict
- finding joint gains and mutually satisfactory outcomes
- assumptions and perceptions, and their roles in resolving conflict
- approaches to preventing and resolving conflict: a five-step framework
- communication effectiveness in high emotion situations: framing and reframing, questioning, listening
- conflict styles: understanding yours and theirs (Thomas-Kilman Mode)
- tools and techniques in dealing with difficult individuals and behaviours

### *Workplace Accommodation Policy*

CNSC's *Workplace Accommodation Policy* reinforces its commitment to ensure that all staff are able to use their skills and experience effectively and efficiently, to contribute to the organization's performance, productivity and service delivery. This includes the opportunity to participate without discrimination in both work-related and other activities conducted within a work context.

In keeping with the CNSC's legal obligations as an employer and its corporate value of "respect for others", accommodation is provided to all staff and external candidates for employment at the CNSC, up to the point of undue hardship. The CNSC will provide the resources and specialized services required to ensure that accommodation is made.

Examples of possible accommodations include:

- making available, upon request, any CNSC policy in alternate formats such as Braille, large print, on diskette and audiocassette to accommodate Persons with Disabilities;
- providing external job candidates reasonable accommodations as required (for example, allowing a candidate with a disability more time to complete a written exam or providing a test in written, rather than electronic, format to accommodate a candidate requiring frequent breaks)
- working collaboratively with those requiring accommodation and with appropriate specialists, obtain the needed information to support workplace accommodation requirements

### *Employee Assistance Program*

Personal and work-related concerns are often linked, so the CNSC continues to maintain an Employee Assistance Program (EAP) 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 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 related to multiculturalism, workplace-violence prevention, respect in the workplace and collaboration at work.

## Initiatives

### *Human Resources Planning*

The CNSC continues to refine its integrated planning process. In 2008–09, managers were given key human resources information in the form of a Human Resources Dashboard that, among other information, compares the CNSC's workforce demographics to the broader external Canadian labour market.

The Dashboard provides human resources data to help managers develop human resources plans that are integrated with their corporate plans, in order to achieve business goals and performance targets. Using Dashboard data, managers were able to identify projections for departures, recruitment, promotions for the workforce as a whole, and gaps in representation in employment equity occupational groups, and to plan accordingly.

### *Recruitment*

The CNSC developed a recruitment strategy to be an employer of choice and to attract and retain people with highly specialized expertise, including members of employment equity groups. CNSC jobs are advertised on the organization's external Web site, and postings emphasize that Canadians, permanent residents and groups designated under the *Employment Equity Act* are encouraged to apply.

In 2008–09, the CNSC enhanced its Web site with new images and branding to attract qualified applicants. As appropriate, it also continued to use Publiservice and jobs.gc.ca, which targets all Canadians. Recruiters attended career fairs at universities across Canada to attract recent graduates and mined national and international recruitment Web sites. Furthermore, CNSC recruitment posters were redesigned in 2008, to include pictures representative of the employment equity groups in order to illustrate the CNSC's commitment to employment equity. To maintain a source of qualified candidates, inventories of applicants were set up to fill the various types and levels of jobs that fell vacant. The identification and removal of employment barriers is recognized as a benefit to all employees.

### *Learning and Development*

The CNSC continues to support the value of learning and development as tools for employee retention. Employees are encouraged to pursue personal and professional development programs at all stages of their careers.

More specifically, during 2008–09, a process was implemented to allow employees to work with their supervisors to create and implement individual learning plans. The plan's objective was to

help identify personal and organizational-level learning strategies and gaps, and to foster discussions between managers and employees on career development and career management considerations.

A mandatory CNSC management training program continues to be offered to both existing and new managers. The program contains a human resources module partially dedicated to employment equity to explain the requirements of the *Employment Equity Act*, including the duty to accommodate, the role of managers in implementing the legislative requirements, the status of implementation of the CNSC's employment equity plan, as well as to provide information on managing a harassment-free workplace.

Orientation sessions are held for new employees. The sessions explain the importance of employment equity and diversity as well as provide information on the CNSC's *Workplace Accommodation Policy* and the employment equity program.

In March 2009, the CNSC offered a course for managers called "Cultural Differences in the Workplace" that aimed to help managers hone their recruiting skills. Contents included the legislative foundations for valuing and respecting an inclusive workplace, the exploration of the concepts of "stereotype" prejudice and "personal bias," and the conduct of a bias-free selection and interview process.

## IV. CONSULTATIONS WITH EMPLOYEES

### Public Service Employee Survey 2008

The CNSC actively solicited feedback from employees by inviting them to complete the Public Service Employee Survey (PSES). The PSES is a public service-wide questionnaire that provides a snapshot of the views of employees about the organization and units in which they work. The survey enabled the CNSC to compare its results against those of the Public Service of Canada (PS). The CNSC results were, for most survey items, equal or superior (95% of the time) to results obtained in the rest of the PS. Our response rate was greater (77%) than that of the rest of the PS (66%). Employees were positive about steps taken to prevent harassment and discrimination. The following highlights some key results that will serve to further guide plans to improve the culture and environment in terms of employment equity:

#### *CNSC Population*

- I found that the competitions were run in a fair manner. (CNSC 67% vs. PS 58%).
- In my work unit, the process of selecting a person for a position is done fairly. (CNSC 73% vs. PS 63%).
- In my work unit, every individual, regardless of race, colour, gender or disability would be / is accepted as an equal member of the team. (CNSC 86% vs. PS 84%).
- Overall, my department or agency treats me with respect (CNSC 76% vs. PS 72%).

#### *Aboriginal Peoples*

- Aboriginal Peoples were significantly more negative than the CNSC population in the areas of supervision, career opportunities, workload and official languages.

#### *Persons with Disabilities*

- Persons with Disabilities were significantly more negative than the CNSC population in the areas of career opportunities, positive working relationships and communications, trusted and effective recourses, and their inclusion as an equal member of their team.

#### *Women and Members of a Visible Minority*

- There were no significant statistical differences between the perceptions of Women and Members of a Visible Minority and the CNSC population.



## **Consultation With Union Representatives**

Union representatives and management meet regularly to discuss issues pertaining to employment equity. Union representatives were informed of the results of the PSES and presented with results from the *2007–08 Canadian Nuclear Safety Commission Employment Equity Annual Report*. They will also be consulted as the CNSC employment equity plan is developed and for future employment equity strategies.

## V. FUTURE STRATEGIES

During 2008–09, the CNSC continued to work towards creating a representative workforce and is mindful that more work remains to achieve it.

The CNSC recognizes that effort is needed to reinvigorate employment equity initiatives. Specifically, the CNSC will:

- develop a new employment equity plan with short and long-term goals to support progress towards achieving a fully representative workforce within the next several years
- better integrate employment equity planning with human resources planning, including the development of tools to determine specific managerial accountabilities for implementing the requirements of the *Employment Equity Act* and for monitoring results
- review the results of the 2008 PSES, with particular focus on specific employment equity groups, and prepare an action plan to address the gaps specific to employment equity
- continue efforts to sustain the high rate of return of self-identification forms

Although work is still required, significant accomplishments have been made in building a CNSC workforce that is as diverse and talented as the Canadian public it serves.

Building a diverse workplace better enables the CNSC to fulfill its mandate and to accomplish its business goals, while creating a dynamic and creative work environment for all employees. 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: DATA TABLES

Table 1: Representation and Workforce Availability of Employment Equity Designated Groups

Employment Equity Designated Group March 31, 2009	CNSC Representation		Workforce Availability (WFA)	CNSC Representation as a % of WFA
	#	%*	%	%
Women	372	45.4	48.4	93.8
Aboriginal Peoples	11	1.3	1.7	79.0
Persons with Disabilities	13	1.6	4.0	39.7
Members of a Visible Minority	116	14.2	16.5	85.8

\*Rounded percentage value

Table 2: Representation of Employment Equity Designated Groups by National Capital Region (NCR) and Province

NCR and Province March 31, 2009	Total Employees	Women		Aboriginal Peoples		Persons with Disabilities		Members of a Visible Minority	
	#	#	%	#	%	#	%	#	%
National Capital Region	741	340	45.9	*	*	*	*	106	14.3
New Brunswick	5	3	60.0	0	0.0	0	0.0	0	0.0
Quebec	11	6	54.5	0	0.0	*	*	0	0.0
Ontario (outside NCR)	39	13	33.3	0	0.0	0	0.0	*	*
Saskatchewan	13	3	23.1	*	*	0	0.0	*	*
Alberta	10	7	70.0	0	0.0	*	*	*	*
<b>Total</b>	<b>819</b>	<b>372</b>	<b>45.4</b>	<b>11</b>	<b>1.3</b>	<b>13</b>	<b>1.6</b>	<b>116</b>	<b>14.2</b>

Note: Where an asterisk is shown, data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

Table 3: Representation of Employment Equity Designated Groups by Employment Equity Occupational Group

Employment Equity Occupational Group March 31, 2009	Total Employees #	Representation							
		Women		Aboriginal Peoples		Persons with Disabilities		Members of a Visible Minority	
		#	%	#	%	#	%	#	%
Senior Managers	15	3	20.0	0	0.0	0	0.0	*	*
Middle and Other Managers	70	17	24.3	*	*	0	0.0	6	8.6
Professionals	524	188	35.9	6	1.1	9	1.7	98	18.7
Semi-Professionals and Technicians	36	14	38.9	*	*	0	0.0	4	11.1
Administrative and Senior Clerical Personnel	114	104	91.2	*	*	4	3.5	4	3.5
Clerical Personnel	60	46	76.7	0	0.0	0	0.0	*	*
<b>Total</b>	<b>819</b>	<b>372</b>	<b>45.4</b>	<b>11</b>	<b>1.3</b>	<b>13</b>	<b>1.6</b>	<b>116</b>	<b>14.2</b>

Note: Where an asterisk is shown, data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

## Women

Table 4: Representation of Women by Employment Equity Occupational Group and Workforce Availability

Employment Equity Occupational Group March 31, 2009	Total Employees #	CNSC Representation Women		Workforce Availability (WFA) %	Representation as a % of WFA %
		#	%		
Senior Managers	15	3	20.0	42.2	47.4
Middle and Other Managers	70	17	24.3	37.8	64.3
Professionals	524	188	35.9	43.0	83.4
Semi-Professionals and Technicians	36	14	38.9	36.8	105.6
Administrative and Senior Clerical Personnel	114	104	91.2	78.8	115.9
Clerical Personnel	60	46	76.7	72.4	105.9
<b>Total</b>	<b>819</b>	<b>372</b>	<b>45.4</b>	<b>48.4</b>	<b>93.8</b>

## Aboriginal Peoples

**Table 5: Representation of Aboriginal Peoples by Employment Equity Occupational Group and Workforce Availability**

Employment Equity Occupational Group March 31, 2009	Total Employees	CNSC Representation Aboriginal Peoples		Workforce Availability (WFA)	Representation as a % of WFA
	#	#	%	%	%
Senior Managers	15	0	0.0	7.1	0.0
Middle and Other Managers	70	*	*	1.4	101.4
Professionals	524	6	1.1	1.4	79.3
Semi-Professionals and Technicians	36	*	*	2.0	283.8
Administrative and Senior Clerical Personnel	114	*	*	2.0	87.7
Clerical Personnel	60	0	0.0	2.7	0.0
<b>Total</b>	<b>819</b>	<b>11</b>	<b>1.3</b>	<b>1.7</b>	<b>79.0</b>

Note: Where an asterisk is shown, data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

## Persons with Disabilities

**Table 6: Representation of Persons with Disabilities by Employment Equity Occupational Group and Workforce Availability**

Employment Equity Occupational Group March 31, 2009	Total Employees	CNSC Representation Persons with Disabilities		Workforce Availability (WFA)	Representation as a % of WFA
	#	#	%	%	%
Senior Managers	15	0	0.0	3.2	0.0
Middle and Other Managers	70	0	0.0	3.2	0.0
Professionals	524	9	1.7	4.5	38.2
Semi-Professionals and Technicians	36	0	0.0	4.8	0.0
Administrative and Senior Clerical Personnel	114	4	3.5	1.4	250.6
Clerical Personnel	60	0	0.0	4.5	0.0
<b>Total</b>	<b>819</b>	<b>13</b>	<b>1.6</b>	<b>4.0</b>	<b>39.7</b>

## Members of a Visible Minority

**Table 7: Representation of Members of a Visible Minority by Employment Equity Occupational Group and Workforce Availability**

Employment Equity Occupational Group March 31, 2009	Total Employees	CNSC Representation Members of a Visible Minority		Workforce Availability (WFA)	Representation as a % of WFA
	#	#	%	%	%
Senior Managers	15	*	*	5.3	125.5
Middle and Other Managers	70	6	8.6	13.4	64.1
Professionals	524	98	18.7	18.5	100.9
Semi-Professionals and Technicians	36	4	11.1	19.3	57.5
Administrative and Senior Clerical Personnel	114	4	3.5	12.5	28.1
Clerical Personnel	60	*	*	11.2	44.6
<b>Total</b>	<b>819</b>	<b>116</b>	<b>14.2</b>	<b>16.5</b>	<b>85.8</b>

Note: Where an asterisk is shown, data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

## Representation in Hirings, Promotions, Separations and Salary Ranges

**Table 8: Hiring of Employment Equity Designated Groups by Employment Equity Occupational Group, April 1, 2008 to March 31, 2009**

Employment Equity Occupational Group	Total Employees	Hirings							
		Women		Aboriginal Peoples		Persons with Disabilities		Members of a Visible Minority	
	#	#	%	#	%	#	%	#	%
Senior Managers	*	*	*	0	0.0	0	0.0	0	0.0
Middle and Other Managers	8	4	50.0	0	0.0	0	0.0	0	0.0
Professionals	121	51	42.1	*	*	0	0.0	15	12.7
Semi-Professionals and Technicians	*	*	*	0	0.0	0	0.0	*	*
Administrative and Senior Clerical Personnel	37	33	89.3	*	*	0	0.0	*	*
Clerical Personnel	10	9	90.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>184</b>	<b>100</b>	<b>54.3</b>	<b>3</b>	<b>1.6</b>	<b>0</b>	<b>0.0</b>	<b>19</b>	<b>10.3</b>

Note: Where an asterisk is shown, data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

**Table 9: Promotions of Employment Equity Designated Groups by Employment Equity Occupational Group, April 1, 2008 to March 31, 2009**

Employment Equity Occupational Group	Total Employees	Promotions							
		Women		Aboriginal Peoples		Persons with Disabilities		Members of a Visible Minority	
		#	%	#	%	#	%	#	%
Senior Managers	*	*	*	0	0.0	0	0.0	0	0.0
Middle and Other Managers	5	0	0.0	0	0.0	0	0.0	*	*
Professionals	27	13	48.1	0	0.0	0	0.0	4	14.8
Semi-Professionals and Technicians	0	0	0.0	0	0.0	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	*	*	*	0	0.0	0	0.0	0	0.0
Clerical Personnel	0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total</b>	<b>38</b>	<b>17</b>	<b>44.7</b>	<b>0</b>	<b>0.0</b>	<b>0</b>	<b>0.0</b>	<b>6</b>	<b>15.7</b>

Note: Where an asterisk is shown, data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

**Table 10: Departures of Designated Groups by Employment Equity Occupational Group April 1, 2008 to March 31, 2009**

Employment Equity Occupational Group	Total Employees	Departures							
		Women		Aboriginal Peoples		Persons with Disabilities		Members of a Visible Minority	
		#	%	#	%	#	%	#	%
Senior Managers	*	*	*	0	0.0	0	0.0	0	0.0
Middle and Other Managers	7	*	*	0	0.0	0	0.0	0	0.0
Professionals	28	7	25.0	*	*	0	0.0	*	*
Semi-Professionals and Technicians	*	0	0.0	*	*	0	0.0	0	0.0
Administrative and Senior Clerical Personnel	16	13	81.3	0	0.0	*	*	0	0.0
Clerical Personnel	13	6	46.2	0	0.0	*	*	*	*
<b>Total</b>	<b>67</b>	<b>27</b>	<b>40.3</b>	<b>2</b>	<b>3.0</b>	<b>2</b>	<b>3.0</b>	<b>2</b>	<b>3.0</b>

Note: Where an asterisk is shown, data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

Table 11: Representation of Employment Equity Designated Groups by Salary Range

Salary Range (\$) March 31, 2009	Total Employees		Women		Aboriginal Peoples		Persons with Disabilities		Members of a Visible Minority	
	#	%*	#	%*	#	%*	#	%*	#	%*
39,999 and Under	2	0.2	2	0.5	0	0.0	0	0.0	0	0.0
40,000–\$44,999	19	2.6	13	4.0	0	0.0	0	0.0	1	0.9
45,000–\$49,999	45	8.1	40	14.8	0	0.0	0	0.0	2	2.6
50,000–\$54,999	79	17.7	72	34.1	2	18.2	4	30.8	6	7.8
55,000–\$59,999	39	22.5	22	40.1	0	18.2	0	30.8	6	12.9
60,000–\$64,999	39	27.2	28	47.6	2	36.4	0	30.8	3	15.5
65,000–\$69,999	20	30.8	12	50.8	0	36.4	2	46.2	5	19.8
70,000–\$74,999	50	36.9	29	58.6	0	36.4	0	46.2	3	22.4
75,000–\$79,999	42	42.0	25	65.3	1	45.5	0	46.2	5	26.7
80,000–\$84,999	38	46.6	14	69.1	1	54.5	0	46.2	4	30.2
85,000–\$89,999	105	59.5	43	80.6	0	54.5	1	53.8	20	47.4
90,000–\$94,999	21	62.0	4	81.7	1	63.6	1	61.5	1	48.3
95,000–\$99,999	35	66.3	13	85.2	0	63.6	0	61.5	1	49.1
100,000–\$104,999	117	80.6	30	93.3	2	81.8	5	100.0	17	63.8
105,000–\$109,999	8	81.6	0	93.3	0	81.8	0	100.0	1	64.7
110,000–\$114,999	90	92.6	9	95.7	1	90.9	0	100.0	35	94.8
115,000–\$119,999	11	93.9	3	96.5	0	90.9	0	100.0	1	95.7
120,000 and over	50	100.0	13	100.0	1	100.0	0	100.0	5	100.0
<b>Total</b>	<b>819</b>		<b>372</b>		<b>11</b>		<b>13</b>		<b>116</b>	

\* Cumulative percentage