



Employment Equity Annual Report 2012–13

September 2013



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1. Canadian Nuclear Safety Commission: General Overview

Introduction

The Canadian Nuclear Safety Commission (CNSC) regulates nuclear energy and substances in Canada. Through its licensing, certification and compliance processes, it 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.

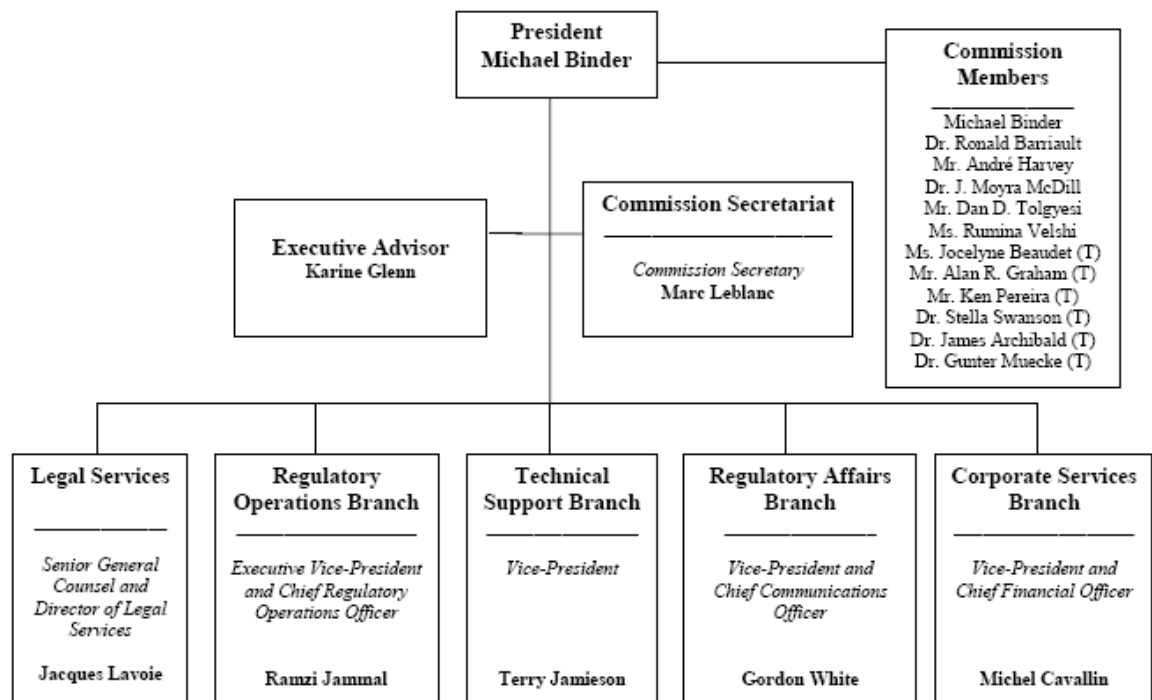
The CNSC was established in 2000 under the *Nuclear Safety and Control Act* (NSCA), which sets out the mandate, responsibilities and powers of the CNSC. Through the NSCA and its associated regulations, the CNSC oversees:

- nuclear power plants
- uranium mines and mills
- uranium processing and fuel fabrication facilities
- nuclear research and testing 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, 2012*, carries out environmental assessments for nuclear projects in accordance with that 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. It is led by a President (see figure 1), employs more than 800 Canadians, and maintains 12 offices across Canada. There are two headquarter offices in Ottawa and four regional offices in Laval, QC; Mississauga, ON; Saskatoon, SK; and Calgary, AB. There are offices at each of the five Canadian nuclear power plants – Point Lepreau (NB), Gentilly-2 (QC), Darlington (ON), Pickering (ON), Bruce A and B (ON) – and at Atomic Energy of Canada Limited's Chalk River Laboratories (ON).

Figure 1: CNSC organizational chart*

*The (T) denotes temporary

2. Approach to Employment Equity

Supporting a diverse workplace

The CNSC considers employment equity (EE) to be an integral component of human resources management policies, programs and decision-making processes, which support a representative and diverse workforce and a healthy work environment.

The diversity of CNSC employees, with their 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. The CNSC seeks to hire the most qualified candidates, while fulfilling its commitment to EE. Management considers the *Employment Equity Act* (EEA) as an important contributor to the CNSC's success in attracting and retaining top talent to drive productivity, implement Canada's international commitments for the peaceful use of nuclear energy, provide the capacity to consult with Aboriginal communities, and engage all Canadians on nuclear-related regulatory matters.

The CNSC's core values (quality, integrity, competence, dedication and respect for others) support a diverse workforce and the evolution of an effective organizational culture, which strengthens its ability to achieve its mandate.

Employment Equity Plan for 2010–11 to 2014–15

On April 1, 2010, the CNSC launched an Employment Equity Plan for the period covering April 1, 2010, to March 31, 2015. In preparing this plan, the CNSC took into account the requirements set out in the EEA and the Canadian Human Rights Commission (CHRC) Framework for Compliance Audits under the EEA. The Employment Equity Plan is reviewed and updated annually. It is fully revised every three years. The current plan will be replaced with the Employment Equity Plan for 2013–14 to 2017–18, slated to be implemented in the fall of 2013. More information on key objectives and strategies for 2013–14, as detailed in the Employment Equity Plan, is provided in section 4, "Future Strategies", on page 12 of this report. The following details key plan activities undertaken in 2012–13.

Self-identification

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 employees represent the workforce. In 2012–13, the CNSC continued to invite new employees to complete a self-identification questionnaire for EE purposes. The self-identification rate stands at 99%.

Employment Systems Review

An employment systems review (ESR) was conducted in 2012 by an independent consultant to review the CNSC employment systems, policies and practices to identify any barriers to the employment of members of employment equity designated groups (EEDGs) in EE occupational groups (EEOGs) where they are under-represented. A workforce analysis was made and fact-finding interviews were conducted with key personnel (HR employees, managers, subject matter experts, employees from the designated and non-designated groups, several members of the Employment Equity Committee (EEC), and the Nuclear Regulatory Group (NUREG)). In

addition, HR-related policies, staffing files and data on recruitment, promotion and termination were reviewed. The ESR found no barriers to employment for any of the four designated groups and revealed that the CNSC is an employment equity leader according to CHRC standards. The ESR highlighted many positive policies, programs and initiatives in place, such as:

- the staffing monitoring process
- orientation, language and learning programs
- the good track record of accommodation
- the newly established EEC
- the Employment Equity Plan and integrated approach to HR planning
- the self-identification campaign with a 99% return rate and 93% self-identification rate

The ESR made recommendations to continue to foster a positive environment for the members of the four designated groups, and these were incorporated in the Employment Equity Plan.

Employment Equity Committee

The EEC held one meeting in 2012–13. The EEC is co-chaired by a CNSC manager and by a member of the union, and has 13 members representing four of the five branches of the CNSC and all four designated groups. The EEC is an advisory committee, used to promote ongoing communication, increase awareness and provide feedback on issues related to the employment and participation of designated group members at the CNSC.

The mandate of the EEC is to provide input to the CNSC Human Resources Management Committee on policies, programs and plans related to employment equity. Specifically, the mandate of the EEC is to:

- provide suggestions on ways to raise awareness about employment equity
- recommend strategies to identify and eliminate barriers to employment regarding formal and informal workplace practices, policies and procedures at the CNSC
- support the equitable representation and participation of EEDG members at all levels of the organization

Internal safety culture

The various existing programs and policies which support CNSC employees' well-being in the workplace enable them to safely express their views and trust that their opinions are respected, so that the CNSC can respond quickly and proactively to issues just as they emerge. The CNSC undertook to outline and communicate the elements of its internal safety culture. This safety culture is the product of the organizational mission, programs and practices, along with employee and management actions and behaviours, which establish and support safety as an overriding priority. An important element of this culture is to create an open and collaborative work environment, which is aligned with creating an inclusive and barrier-free environment for the employees. The CNSC safety culture was developed in 2011–12 and launched early in 2012–13.

Workplace Accommodation Policy

The CNSC *Workplace Accommodation Policy* reinforces the organization's commitment to ensuring that all staff members can use their skills and experience effectively and efficiently, to contribute to 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 2012–13, the CNSC completed a preliminary review of the policy. As part of this review, the CNSC benchmarked its policy against those of other federal government departments and agencies. The CNSC will further review the policy to align it to the policy of the Treasury Board Secretariat on the duty to accommodate, scheduled to be released in late 2013.

In keeping with the legal obligations of the CNSC as an employer and with 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.

Web accessibility

As a result of a 2010 Federal Court ruling, all Canadian federal government departments and agencies, including the CNSC, are expected to comply with the *Web Content Accessibility Guidelines*. These guidelines explain how to make Web content (including applications, text, documents and images) more accessible to people with disabilities, such as those who are visually impaired.

During the 2012–2013 period, the CNSC Web accessibility project assessed and adjusted approximately 8,000 pages on the CNSC public Web site to ensure accessibility. In addition, Web-accessible templates and job aids were developed, and training sessions on Web accessibility provided, to the CNSC primary content creators and publishers of what appears on the CNSC public Web site. The Web accessibility project is expected to be completed by September 30, 2013 and subsequently transitioned into operational mode for ongoing Web accessibility publishing to the CNSC Web site.

Recruitment

The CNSC recognizes the value of building a highly skilled and diverse workforce and, as such, encourages members of EEDGs to apply. To further support this goal, the CNSC has implemented a staffing policy framework that promotes a values-based approach to staffing, founded on the values of competency, fairness, transparency and access. These values are key to ensuring fair and equal access to employment opportunities for all, including members of EEDGs. The policy framework applies to all staffing activities and processes, for all levels, excluding Governor in Council appointments. It provides direction and guidance to managers and strengthens their accountability pertaining to staffing decisions, in accordance with the Delegation of Human Resources Authorities – Staffing. The policy framework further allows CNSC hiring managers to consider organizational needs to help reflect the workforce availability (WFA) of the Canadian population.

Guidelines, training workshops and tools for managers were developed and implemented in 2012–13 to complement the staffing policy and delegation instrument. These have been designed to ensure that staffing processes are conducted without creating systemic barriers or biases. Guidelines outline best practices, considerations and tips for each step of the staffing process. Training workshops focus on managers' accountability in the staffing process as well as on assessing a diverse pool of candidates. Tools are designed to assist managers in their staffing decisions and to support transparent, fair and equitable staffing.

The CNSC uses its Web site, as well as Publiservice and jobs.gc.ca (which is open to the public), to promote its employment opportunities.

Learning and development

The CNSC supports learning and development as a tool for employee retention. Employees are encouraged to pursue personal and professional development initiatives at all stages of their careers.

All CNSC employees are expected to have individual learning plans in place 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.

Through the CNSC Learning Program, employees have access to a curriculum covering various subjects such as nuclear science technology, inspections, health and safety, communications, official languages, and management and leadership.

The CNSC management training program includes EE training and explains the requirements of the EEA, including the duty to accommodate, the role of managers in implementing the legislative requirements, and the status of implementation of the CNSC's Employment Equity Plan. The training program also provides information on managing in a harassment-free workplace. In 2010–11, all managers were trained. All new managers and designated alternates receive this training as well.

The CNSC orientation program is offered to all new employees. Information on EE, the Informal Conflict Management System (ICMS), the Employee Assistance Program (EAP) and CNSC policies is communicated through the orientation manual and the orientation session, to ensure that all employees are aware of the services and tools available to them in creating a positive working environment.

The “Assessing Candidates: a Hands-on Approach for Staffing” training course covers the preparation of a statement of qualifications and a job poster, the development of the assessment tools and the use of criteria to identify the right fit for a position. This training provides assessment board members and managers with a methodology to assess and select candidates in a fair manner without bias.

French and English pronunciation workshops continued to be offered in 2012–13 on a part-time basis. The objective was to assist employees for whom English or French is not a first or second official language in improving their language skills, and to foster career development opportunities.

Policy on the Prevention and Resolution of Harassment in the Workplace

The CNSC *Policy on the Prevention and Resolution of Harassment in the Workplace* includes best practices from other Government of Canada organizations, along with key concepts that promote conflict prevention and resolution. CNSC managers and their delegates receive training on this policy as part of their mandatory training program, enabling them to foster a harassment-free workplace.

Informal Conflict Management System

The ICMS provides a systematic approach to preventing, managing and resolving conflict. It addresses conflict and provides an alternative resolution method to the existing rights-based structures, forming a more robust conflict management system with multiple options.

Employee Assistance Program

Because personal and work-related concerns are often linked, the CNSC sees the value in continuing to maintain its 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.

Collaborative Workplace Initiative

The Collaborative Workplace Initiative was launched in January 2013 to address concerns of perceived harassment, inappropriate behaviour and incivility in the workplace, and to respond to concerns that some employees have raised around fear of reprisal or negative consequences. The 2011 Public Service Employee Survey confirmed that there was room for improvement in these areas. This initiative is designed to create an engaging and positive work environment for all employees.

One of the first products of this initiative is the brochure *Here to Help – Important Services for CNSC Staff*. This tool outlines the many services available to CNSC staff to help resolve issues or concerns that come up on the job. In addition to the hard copies of the brochure that were distributed to all staff in January, the brochure is available on the Intranet.

Consultation

In addition to the union participation on the EEC, union representatives (NUREG) and management met regularly to discuss issues pertaining to EE through the Labour Management Consultation Committee, monthly informal meetings, and ad hoc meetings. NUREG representatives were presented with results from the *Employment Equity Annual Report* for 2011–12 and were consulted in the development of the Employment Equity Plan 2013–14 to 2017–18.

3. Quantitative Information

Workforce representation

With a population of under 900 employees, the size of the CNSC is moderate. Consequently, it takes a relatively small number of employee movements to affect workforce representation, resulting in more fluctuation than what might be experienced by a larger organization. This is particularly true in the EEDGs of Aboriginal peoples and persons with disabilities.

The methodology used to calculate the WFA was adjusted in 2012–13 and aligned to the CHRC methodology, which better reflects the population from which the CNSC recruits staff. The data used to calculate the WFA comes from the 2006 Census of Canada and 2006 Participation and Activity Limitation Survey (PALS) at the National Occupational Classification (NOC) level. As such:

- the geographical WFA information was used to calculate the WFA of the administrative and senior personnel and clerical personnel EEOGs
- the WFA of the EEOG level was used for the senior managers and middle and other managers
- the WFA at the National Occupational Group (NOC) level was used for the professionals EEOG.

Table A compares the representation of all EEDGs in 2011–12 and 2012–13 against the WFA. The CNSC achieved full representation in three of the four EEDGs in 2012–13, compared to two EEDGs in 2011–12. Although representation gaps remain for one of the four EEDGs, as of March 31, 2013, these gaps are small.

Table A: Comparison of employee representation and WFA, 2011–12 vs. 2012–13

Employment equity designated group	2011–12*		2012–13*		
	CNSC	Rep. as a % of WFA	CNSC	WFA	Rep. as a % of WFA
	%**	%**	%**	%**	%**
Women	45.9	94.8	45.9	38.2	>100.0
Aboriginal peoples	2.5	>100.0	2.4	1.6	>100.0
Persons with disabilities	3.3	83.1	3.1	4.1	76.3
Members of visible minorities	16.6	>100.0	16.6	16.2	>100.0

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer.

** Rounded percentage value.

There was an improvement in the representation as a percentage of WFA for three of the four EEDGs, with the exception of the persons with disabilities EEDG, which has decreased. Specifically, in 2012–13:

- the representation of women has significantly increased to 120.1% of the WFA (45.9% vs. WFA of 38.2%)

- the representation of members of visible minorities has slightly increased to 102.3% of the WFA (16.6% vs. WFA of 16.2%)
- the representation of Aboriginal peoples was at 152.1% of the WFA (2.4% vs. WFA of 1.6%)
- the representation of persons with disabilities decreased to 76.3% of the WFA (3.1% vs. WFA of 4.1%). As the EEDG representing persons with disabilities is small, the remaining representation gap, in absolute terms, is small for this EEDG.

The improvement in representation as a percentage of WFA for women, Aboriginal peoples and members of visible minorities and the decrease in representation of persons with disabilities is solely attributable to the WFA calculation change, as representation at the CNSC has remained stable.

Representation of employment equity occupational groups (EEOGs)

CNSC employees are represented in six of the 14 EEOGs. These groups are:

- 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, representing 68.5% of all employees. It is primarily in this group that the CNSC hires specialized employees in the nuclear field. In this group, women, Aboriginal peoples and members of visible minorities are fully represented, but persons with disabilities are slightly under-represented, at 63.9% of the WFA.

For EE purposes, the employee population includes indeterminate employees and term employees with three months of service or more. The following pages highlight the representation of the four EEDGs as of March 31, 2013.

Women (see table 4 in the appendix)

- Women are fully represented at 45.9% of the CNSC workforce in 2012–13, a representation rate identical to 2011–12. This translates into an increased representation as a percentage of WFA to 120.1% from the previous year. This increase is only attributable to the change in calculation in the WFA.
- The percentage of representation of women at the CNSC has remained fairly stable across most EEOGs. Their representation in three EEOGs –semi-professionals and technicians, clerical personnel, and middle and other managers – decreased from 2011–12. However, the size of these EEOGs is small and, consequently, it takes a relatively small number of employee movements to affect representation.
- When expressed as a percentage of the WFA, the representation of women at the CNSC:
 - is now more evenly distributed across the EEOGs
 - exceeds WFA in three EEOGs (professionals at 135.7% of the WFA, administrative and senior clerical personnel at 115% of the WFA, and clerical personnel at 112.9% of the WFA)

- significantly increased in the senior managers EEOG, from 39.5% of the WFA in 2011–12 to 82.6% of the WFA in 2012–13; in the professionals EEOG, it increased from 85.9% to 135.7%
- decreased in the middle and other managers EEOG from 84% of the WFA in 2011–12 to 73.7% of the WFA in 2012–13, and in the semi-professionals and technicians EEOG from 93.4% of the WFA to 72.5% of the WFA

Aboriginal peoples (see table 5 in the appendix)

- Aboriginal peoples are fully represented at the CNSC and their representation as a percentage of the WFA has increased in 2012–13 (152.1% of the WFA in 2012–13 vs. 148.4% of the WFA in 2011–12). The increase is attributable to the change in calculation in the WFA, as actual representation has remained stable (2.4% in 2012–13 vs. 2.5% in 2011–12).
- The representation of Aboriginal peoples at the CNSC:
 - exceeds the WFA in three EEOGs (professionals at 182.2% of the WFA, semi-professionals and technicians at 231.5% of the WFA, and administrative and senior clerical personnel at 184.7% of the WFA)
 - remains, as was the case in 2011–12, not represented in both the senior managers and clerical personnel EEOGs

Persons with disabilities (see table 6 in the appendix)

- The representation of persons who self-identified as having a disability has slightly decreased in 2012–13 (3.1% in 2012–13 vs. 3.3% in 2011–12)
- The representation of persons with disabilities:
 - exceeds the WFA in three EEOGs (middle and other managers at 158.8% of the WFA, administrative and senior clerical personnel at 135% of the WFA, and clerical personnel at 141.8% of the WFA)
 - was below the WFA in the professionals EEOG (63.9% of the WFA)
 - remains, as was the case in 2011–12, not represented in two EEOGs (senior managers, and semi-professionals and technicians)

Members of visible minorities (see table 7 in the appendix)

- The overall CNSC representation of members of visible minorities is the same as it was in 2011–12 (16.6%), translating into full representation (102.3% of the WFA in 2012–13)
- The representation of members of visible minorities:
 - exceeds the WFA in four EEOGs (senior managers at 114.9% of the WFA, middle and other managers at 109% of the WFA, professionals at 105.4% of the WFA, and semi-professionals and technicians at 107% of the WFA)
 - has increased in the administrative and senior clerical personnel EEOG (70.6% of the WFA in 2012–13 vs. 45.5% of the WFA in 2011–12), but members of visible minorities remain under-represented in this EEOG

The CNSC is committed to continuing its efforts to attract qualified candidates from the four EEOGs and maintain a representative workforce. The Employment Equity Plan for 2010–11 to

2014–15, which came into effect on April 1, 2010, is helping the CNSC make reasonable progress towards having a representative workforce.

Representation in hiring, promotions, departures and salary range

Hiring (see table 8 in the appendix)

- The CNSC hired 43 employees in 2012–13.
- The overall rate of hiring of women (53.5%) far exceeded the WFA of 38.2%, with the rate of hiring in three EEOGs – middle and other managers, professionals, and administrative and senior clerical personnel – exceeding the WFA.
- The rate of hiring of members of visible minorities in the professionals EEOG also exceeded the WFA (23.5% vs. a WFA of 16.2%).
- No members of EEOGs were hired in the senior managers EEOG, as there were no hires in that category in 2012–13.

Promotions (see table 9 in the appendix)

- A total of 16 CNSC employees were promoted in 2012–13.
- Promotions occurred in two of the four EEOGs (women and members of visible minorities).
- The rate of promotion of members of visible minorities was higher than the WFA for two EEOGs – semi-professionals and technicians, and administrative and senior clerical personnel– and matched the WFA for women in the professionals EEOG.

Departures (see table 10 in the appendix)

- A total of 71 employees left the organization in 2012–13. The rate of departure of women was slightly below the WFA.
 - Most of the departures of women occurred in the professionals EEOG where the departure rate closely matched the WFA.
 - Almost all departures (91%) in the administrative and senior clerical personnel were women; however, 89.5% of the employees in that EEOG are women. The ESR did not reveal any retention barriers in that EEOG.
 - While the departure rate of women in the middle and other managers EEOG was significantly higher than the WFA, the departures were related to retirements.
 - The departure rate for Aboriginal peoples and members of visible minorities was lower than the WFA and was identical to the WFA for persons with disabilities.

Salary range

- Across the CNSC, roughly 60% of employees earn \$85,000 or more annually. Proportionately more members of visible minorities earn above this salary, and the salaries of Aboriginal peoples and persons with disabilities are close to the CNSC trend. However, the proportion of women earning above \$85,000 is significantly below the CNSC rate, largely due to their under-representation in both the senior managers and the middle and other managers EEOGs, where salaries are higher. (see table 11 in the appendix).

4. Future Strategies

During 2012–13, the CNSC continued to work towards creating a representative workforce. The CNSC has developed an Employment Equity Plan that provides specific strategies to assist in making reasonable progress towards meeting its obligations under the EEA. General objectives were met in 2012–13. The following objectives are targeted for 2013–14:

- implementing a new Employment Equity Plan for the period covering 2013–14 to 2017–18 that takes into account the applicable compliance review recommendations of the CHRC, and the recommendations and best practices of the ESR on hiring, promotion, training, retention and accommodation practices and processes
- providing training to all CNSC staff on the Collaborative Workplace Initiative in the fall of 2013; this training will focus on clarifying expectations and defining responsibilities around acceptable and unacceptable behaviour in the workplace, as well as on developing skills for communicating effectively
- reviewing the CNSC *Policy on the Prevention and Resolution of Harassment in the Workplace* to ensure that it is appropriately updated and aligned with the goals of the Collaborative Workplace Initiative
- aligning the CNSC *Workplace Accommodation Policy* to the Treasury Board Secretariat revised policy, which will include the implementation of a more systematic process for addressing requests for accommodation
- identifying and addressing employment barriers and causes of under-representation for members of EEDGs, by:
 - developing a means of tracking utilization of self-declaration data in staffing processes
 - ensuring equal opportunity in internal and external development opportunities for EEDGs
 - providing advice to hiring managers regarding the obligation to provide accommodation for any candidate's needs, at all stages of the staffing process
- increasing awareness of the purpose, directives and related practices of EE
- continuing to consult with the EEC and employee representatives on a regular basis

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 as of March 31, 2013

Representation of employment equity designated groups

Table 1: Representation and workforce availability of employment equity designated groups

Employment equity designated group March 31, 2013*	CNSC representation		Workforce availability***	CNSC representation (as a % of WFA)
	#	%**	%	%
Women	396	45.9	38.2	120.1
Aboriginal peoples	21	2.4	1.6	152.1
Persons with disabilities	27	3.1	4.1	76.3
Members of visible minorities	143	16.6	16.2	102.3

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

** Rounded percentage value.

*** Source: 2006 Census of Canada and 2006 Participation and Activity Limitation Survey (PALS) at the National Occupational Classification (NOC) level

Table 2: Representation of employment equity designated groups by National Capital Region (NCR) and province

NCR and province March 31, 2013*	Total employees	Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
National Capital Region (NCR)	788	367	46.6	20	2.5	26	3.3	130	16.5
New Brunswick	5	**	**	0	0.0	0	0.0	0	0.0
Quebec	9	**	**	0	0.0	0	0.0	0	0.0
Ontario (outside NCR)	39	13	33.3	0	0.0	0	0.0	11	28.2
Saskatchewan	12	5	41.7	1	8.3	0	0.0	1	8.3
Alberta	10	5	50.0	0	0.0	1	10.0	1	10.0
Total	863	396	45.9	21	2.4	27	3.1	143	16.6

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

** 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, 2013*	Total Employees	Representation							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	20	4	20.0	0	0.0	0	0.0	**	**
Middle and other managers	59	17	28.8	**	**	**	**	9	15.3
Professionals	591	227	38.4	14	2.4	17	2.9	119	20.1
Semi-professionals and technicians	32	9	28.1	**	**	0	0.0	5	15.6
Administrative and senior clerical personnel	114	102	89.5	4	3.5	4	3.5	7	6.1
Clerical personnel	47	37	78.7	0	0.0	**	**	**	**
Total	863	396	45.9	21	2.4	27	3.1	143	16.6

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

** Data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

Table 4: Representation of women by employment equity occupational group and workforce availability

Employment equity occupational group March 31, 2013*	Total employees	CNSC representation (women)		Workforce availability**	Representation (as a % of WFA)
		#	%		
Senior managers	20	4	20.0	24.2	82.6
Middle and other managers	59	17	28.8	39.1	73.7
Professionals	591	227	38.4	28.3	135.7
Semi-professionals and technicians	32	9	28.1	38.8	72.5
Administrative and senior clerical personnel	114	102	89.5	77.8	115.0
Clerical personnel	47	37	78.7	69.7	112.9
Total	863	396	45.9	38.2	120.1

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

** Source: 2006 Census of Canada and 2006 Participation and Activity Limitation Survey (PALS) at the National Occupational Classification (NOC) level

Table 5: Representation of Aboriginal peoples by employment equity occupational group and workforce availability

Employment equity occupational group March 31, 2013*	Total employees	CNSC representation (Aboriginal peoples)		Workforce availability***	Representation (as a % of WFA)
	#	#	%	%	%
Senior managers	20	0	0.0	2.4	0.0
Middle and other managers	59	**	**	1.9	**
Professionals	591	14	2.4	1.3	182.2
Semi-professionals and technicians	32	**	**	2.7	**
Administrative and senior clerical personnel	114	4	3.5	1.9	184.7
Clerical personnel	47	0	0.0	2.5	0.0
Total	863	21	2.4	1.6	152.1

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

** Data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

*** Source: 2006 Census of Canada and 2006 Participation and Activity Limitation Survey (PALS) at the National Occupational Classification (NOC) level

Table 6: Representation of persons with disabilities by employment equity occupational group and workforce availability

Employment equity occupational group March 31, 2013*	Total employees	CNSC representation (persons with disabilities)		Workforce availability***	Representation (as a % of WFA)
	#	#	%	%	%
Senior managers	20	0	0.0	3.2	0.0
Middle and other managers	59	**	**	3.2	**
Professionals	591	17	2.9	4.5	63.9
Semi-professionals and technicians	32	0	0.0	4.8	0.0
Administrative and senior clerical personnel	114	4	3.5	2.6	135.0
Clerical personnel	47	**	**	4.5	**
Total	863	27	3.1	4.1	76.3

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

** Data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

*** Source: 2006 Census of Canada and 2006 Participation and Activity Limitation Survey (PALS) at the National Occupational Classification (NOC) level.

Table 7: Representation of members of visible minorities by employment equity occupational group and workforce availability

Employment equity occupational group March 31, 2013*	Total employees	CNSC representation (members of visible minorities)		Workforce availability***	Representation (as a % of WFA)
	#	#	%	%	%
Senior managers	20	**	**	8.7	**
Middle and other managers	59	9	15.3	14.0	109.0
Professionals	591	119	20.1	19.1	105.4
Semi-professionals and technicians	32	5	15.6	14.6	107.0
Administrative and senior clerical personnel	114	7	6.1	8.7	70.6
Clerical personnel	47	**	**	12.7	**
Total	863	143	16.6	16.2	102.3

* Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

** Data is suppressed to protect confidentiality of information and/or when the representation number was 3 or less.

*** Source: 2006 Census of Canada and 2006 Participation and Activity Limitation Survey (PALS) at the National Occupational Classification (NOC) level.

Representation in hiring, promotions, separations and salary ranges

Table 8: Hiring of employment equity designated groups by employment equity occupational group

Employment equity occupational group March 31, 2013*	Total employees	Hirings							
		Women		Aboriginal Peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	0	0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	2	*	*	0	0.0	0	0.0	0	0.0
Professionals	34	19	55.9	0	0.0	*	*	8	23.5
Semi-professionals and technicians	3	*	*	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	2	*	*	0	0.0	0	0.0	0	0.0
Clerical personnel	2	0	0.0	0	0.0	*	*	0	0.0
Total	43	23	53.5	0	0.0	*	*	8	18.6

* 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

Employment equity occupational group March 31, 2013**	Total employees	Promotions							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	0	0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	2	0	0.0	0	0.0	0	0.0	0	0.0
Professionals	11	*	*	0	0.0	0	0.0	*	*
Semi-professionals and technicians	1	0	0.0	0	0.0	0	0.0	*	*
Administrative and senior clerical personnel	2	*	*	0	0.0	0	0.0	*	*
Clerical personnel	0	0	0.0	0	0.0	0	0.0	0	0.0
Total	16	4	25.0	0	0.0	0	0.0	*	*

* 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

Employment equity occupational group March 31, 2013*	Total employees	Departures							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	0	0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	7	4	57.1	0	0.0	0	0.0	0	0.0
Professionals	45	13	28.9	*	*	*	*	10	22.2
Semi-professionals and technicians	1	0	0.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	11	10	90.9	*	*	*	*	0	0.0
Clerical personnel	7	5	71.4	0	0.0	0	0.0	0	0.0
Total	71	32	45.1	*	*	*	*	10	14.1

• 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 (\$)	Total employees		Women			Aboriginal peoples			Persons with disabilities			Members of visible minorities		
	#	CUM (%) ^{***}	#	% ^{**}	CUM (%) ^{***}	#	% ^{**}	CUM (%) ^{***}	#	% ^{**}	CUM (%) ^{***}	#	% ^{**}	CUM (%) ^{***}
March 31, 2013[*]														
39,999 and under	0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0
40,000–44,999	2	0.2	2	100	0.5	0	0.0	0.0	0	0.0	0.0	0	0.0	0.0
45,000–49,999	11	1.5	8	72.7	2.5	0	0.0	0.0	2	18.2	7.4	2	18.2	1.4
50,000–54,999	21	3.9	16	76.2	6.6	0	0.0	0.0	0	0.0	7.4	1	4.8	2.1
55,000–59,999	93	14.7	83	89.2	27.5	3	3.2	14.3	5	5.4	25.9	3	3.2	4.2
60,000–64,999	29	18.1	15	51.7	31.3	1	3.4	19.0	0	0.0	25.9	6	20.7	8.4
65,000–69,999	40	22.7	33	82.5	39.6	3	7.5	33.3	0	0.0	25.9	4	10.0	11.2
70,000–74,999	25	25.6	15	60.0	43.4	0	0.0	33.3	2	8.0	33.3	3	12.0	13.3
75,000–79,999	18	27.7	3	16.7	44.2	1	5.6	38.1	0	0.0	33.3	7	41.2	18.2
80,000–84,999	63	35.0	36	57.1	53.3	1	1.6	42.9	2	3.2	40.7	12	19.4	26.6
85,000–89,999	22	37.5	14	63.6	56.8	0	0.0	42.9	0	0.0	40.7	4	18.2	29.4
90,000–94,999	145	54.3	61	42.1	72.2	3	2.1	57.1	4	2.8	55.6	26	18.4	47.6
95,000–99,999	10	55.5	2	20.0	72.7	0	0.0	57.1	0	0.0	55.6	3	33.3	49.7
100,000–104,999	27	58.6	11	40.7	75.5	0	0.0	57.1	0	0.0	55.6	3	11.1	51.7
105,000–109,999	5	59.2	3	60.0	76.3	0	0.0	57.1	0	0.0	55.6	0	0.0	51.7
110,000–114,999	176	79.6	58	33.0	90.9	6	3.4	85.7	9	5.2	88.9	26	14.9	69.9
115,000–119,999	8	80.5	2	25.0	91.4	0	0.0	85.7	0	0.0	88.9	1	12.5	70.6
120,000 and over	168	100	34	20.2	100	3	1.8	100	3	1.8	100	42	25.0	100
Total	863	100	396	45.9	100	21	2.4	100	27	3.2	100	143	16.7	100

^{*} Note that CNSC employees transferred to Shared Services Canada (total of 9 employees) are included in this data table, as requested by the Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board Secretariat.

^{**} Percentage by salary range.

^{***} Each figure in the “CUM %” column represents the cumulative total percentage of each designated group in the CNSC workforce (all employees, women, Aboriginal peoples, persons with disabilities, and persons in a visible minority group) in the identified salary range or lower.