



Employment Equity Annual Report 2013–14

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Employment Equity Annual Report 2013–14

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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, 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, employs more than 800 Canadians, and maintains 12 offices across Canada. There are two headquarters 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).

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.

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 – respect, integrity, service, excellence, responsibility and safety – support a diverse workforce and the evolution of an effective organizational culture, which strengthens its ability to achieve its mandate.

Employment Equity Plan for 2013–14 to 2017–18

At the CNSC, EE is about creating a positive and inclusive work environment. Our policies and practices reflect this goal and ensure that any barriers in our employment procedures are eliminated. We are also dedicated to ensuring representation of designated group members – women, members of visible minorities, people with disabilities and Aboriginal peoples – throughout the CNSC's workforce.

To help achieve its EE objectives, the CNSC revised its *Employment Equity Plan* in 2013–14 to cover the period of April 1st, 2013, to March 31, 2018. More information on key objectives and strategies for 2014–15 is provided in section 4, "Future Strategies" (page 11 of this report). The following details key activities undertaken in 2013–14.

Accountability Framework

An accountability framework was established in 2013–14 to outline the statutory requirements, expected results and performance indicators used to assess progress and success in implementing the EE plan. The framework clearly sets out senior management and employee accountability in regard to EE:

- At the CNSC, all employees are responsible for helping to advance the goals of EE by learning about and contributing to EE in the workplace, and raising issues/concerns which may be barriers or be perceived to be barriers.
- Managers at all levels are accountable for contributing to the implementation of the EE plan and ensuring that EE is implemented within their areas of responsibility, by providing a supportive work environment that will attract and retain employment equity designated groups (EEDGs).

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. This initiative is designed to create an engaging and positive work environment for all employees.

A brochure (*Here to Help – Important Services for CNSC Staff*) was distributed to staff in 2012–13, to outline the many services available to help resolve issues or concerns that come up on the job. In 2013–14, mandatory training was delivered to the majority of staff and managers. This offering was intended to facilitate conversation on the subject of civility in the workplace, to provide participants with a common vocabulary about civility and to develop awareness of the impacts of incivility and provide tools to address this issue.

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 2013–14, the CNSC continued to invite new employees to complete a self-identification questionnaire for EE purposes. The self-identification response rate stands at 98%.

Employment Equity Committee

The Employment Equity Committee (EEC) held its first meeting in 2012–13, and has since been meeting twice annually. It 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.

In 2013–14, the EEC met to discuss the Collaborative Workplace Initiative and revise the *Employment Equity Plan* to cover the next five-year period from 2013–14 to 2017–18.

Internal safety culture

The focus on CNSC's safety culture encompasses the various existing programs and policies which support CNSC employees well-being in the workplace, enable staff to safely express their views and trust that their opinions are respected. This ensures the CNSC can respond quickly and proactively to issues, just as they emerge.

Three opinion polls were conducted in 2013–14 for staff, to ask for their views on learning, raising issues, and management-union relations at the CNSC. The results were discussed at the senior management table and shared with all staff. As appropriated, action plans were developed and implemented.

The CNSC safety culture initiative was launched early in 2012–13, and is planned to be revised in 2014–15 to reflect the changing environment and align with expectations for nuclear regulators, as set out by the International Atomic Energy Agency.

Workplace Accommodation Policy

In accordance with the CNSC *Workplace Accommodation Policy* and in line with the corporate value of respect for others and our commitment to human dignity, accommodation is provided to all staff and external candidates seeking employment at the CNSC.

While accommodation is often associated with disability and removing physical barriers, other needs may also arise from factors such as race, national or ethnic origin, colour, religion, age, sex, marital status, family status, mental or physical disability, pardoned conviction, or sexual orientation. These needs are addressed at both the general and individual levels, to ensure that all staff members can use their skills and experience effectively and efficiently.

The CNSC will eventually review the policy to align it to the Treasury Board Secretariat's revised policy on the duty to accommodate, once it becomes available.

Web accessibility

Over the last two years, the CNSC Web accessibility project assessed and adjusted thousands of pages on the CNSC public website, to ensure accessibility for people with disabilities, such as those who are visually impaired, and compliance with the *Web Content Accessibility Guidelines*. In addition, Web-accessible templates and job aids were developed, and training sessions on Web accessibility were provided.

The Web accessibility project was completed in 2013–14 and subsequently transitioned into operational mode for ongoing Web accessibility publishing to the CNSC website.

Recruitment and staffing policy

The CNSC recognizes the value of building a highly skilled and diverse workforce and, as such, encourages members of employment equity designated groups (EEDGs) to apply. The CNSC staffing policy framework 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. Staffing processes are free from systemic barriers or bias, to help create an organization that reflects the Canadian population that we serve.

Guidelines, training workshops and tools for managers are available 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. 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.

Learning and development

The CNSC invests considerably in learning and development, and all employees are encouraged to pursue personal and professional development initiatives at all stages of their careers.

The CNSC management training program includes employment equity (EE) training and explains the requirements of the *Employment Equity Act*, 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. Although aimed at all managers, employees interested in management positions are welcome to attend the training.

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 provides assessment board members and managers with a methodology to assess and select candidates in a fair manner without bias.

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 2012–13 and were consulted in the development of the *Employment Equity Plan* 2013–14 to 2017–18.

3. Quantitative Information

Workforce representation

The CNSC is primarily funded through revenues from licensees. The closure of Gentilly-2 nuclear power plant and other changes in the nuclear sector have led to a reduction in revenues for the CNSC. Although a reduction of full-time equivalents was planned for 2012–13 and 2013–14 as a result of this financial pressure, the CNSC Management Committee has decided to reallocate resources internally and limit external staffing as vacancies arise. This approach has succeeded in minimizing the impact of needed reductions on employees, while also limiting changes to the current representation of the workforce. EE objectives remain a focus throughout reallocation considerations.

The CNSC maintains full representation in three of the four EEDGs in 2013–14. Although representation gaps remain for one of the four EEDGs, as of March 31, 2014, these gaps are small. With a population of slightly over 800 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 workforce availability (WFA) was adjusted in 2012–13 and aligned to the Canadian Human Rights Commission 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* 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 employment equity occupational groups (EEOGs)
- the WFA of the EEOG level was used for the senior managers and middle and other managers
- the WFA at the NOC level was used for the professionals EEOG.

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, 2014.

Table A compares the representation of all EEDGs in 2012–13 and 2013–14 against the WFA.

Table A: Comparison of employee representation and WFA, 2012–13 vs. 2013–14

Employment equity designated group	WFA 2006 Census data	2012–13		2013–14	
		CNSC	Rep. as a percentage of WFA	CNSC	Rep. as a percentage of WFA
	%	%	%	%	%
Women	38.2	45.9	120	46.3	121.2
Aboriginal peoples	1.6	2.4	150	2.3	143.6
Persons with disabilities	4.1	3.1	76	3.0	73.7
Members of visible minorities	16.2	16.6	102	17.4	107.5

The representation as a percentage of WFA for three of the four EEDGs remained above 100% in 2013–14, while the persons with disabilities EEDG remained slightly below WFA. Specifically, in 2013–14:

- the representation of women remained stable and above the WFA (46.3% vs. WFA of 38.2%)
- the representation of Aboriginal peoples was at 143.6% of the WFA (2.3% vs. WFA of 1.6%)
- the representation of persons with disabilities decreased to 73.7% of the WFA (3.0% 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 representation of members of visible minorities has slightly increased to 107.5% of the WFA (17.4% vs. WFA of 16.2%).

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% of all employees. It is primarily in this group that the CNSC hires specialized employees in the nuclear field. As indicated in tables 4 to 7 (found in this report's Appendix), women, Aboriginal peoples and members of visible minorities are fully represented in the professionals group, with persons with disabilities under-represented at 55.3% of the WFA (see Table 6 in the Appendix).

Women (see Table 4 in the Appendix)

Women are fully represented at 46.3% of the CNSC workforce in 2013–14, a representation rate very similar to 2012–13 at 45.9%. This translates into an increased representation as a percentage of WFA to 121.2%, compared to 120.1% in the previous year.

The percentage of representation of women at the CNSC has remained fairly stable across most EEOGs, and reached full representation in the senior managers EEOG. Women remain under-represented in only two EEOGs – middle and other managers, and semi-professionals and technicians.

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 four EEOGs (senior managers at 108.7% of the WFA, professionals at 136.2% of the WFA, administrative and senior clerical personnel at 115.4% 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, and finally surpassing WFA in 2013–14
- slightly increased in the middle and other managers EEOG from 73.7% of the WFA in 2012–14 to 75% of the WFA in 2013–14, and in the semi-professionals and technicians EEOG from 72.5% of the WFA to 80.5% of the WFA

Aboriginal peoples (see Table 5 in the Appendix)

Aboriginal peoples are fully represented at the CNSC, with a WFA percentage of 143.6%.

The representation of Aboriginal peoples at the CNSC:

- exceeds the WFA in three EEOGs, as was reported in 2012–13 (professionals at 164% of the WFA, semi-professionals and technicians at 347.2% of the WFA, and administrative and senior clerical personnel at 146.2% of the WFA)
- remains, as was the case in 2011–12 and 2012–13 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 remained stable in 2013–14 (3.1% in 2012–13 vs. 3.0% in 2013–14). The representation of persons with disabilities:

- exceeds the WFA in two EEOGs, with a significant increase in both middle and other managers at 215.5% of the WFA when compared to 158.8% in 2012–13, and administrative and senior clerical personnel at 178.1% of the WFA, when compared to 135% in 2012–13
- was below the WFA in the professionals EEOG (55.3% of the WFA) and the clerical personnel EEOG (94.6%)
- remains, as was the case in 2011–12 and 2012–13, not represented in both the senior managers, and semi-professionals and technicians EEOGs

Members of visible minorities (see Table 7 in the Appendix)

The overall CNSC representation of members of visible minorities has slightly increased in 2013–14 (17.4%) when compared to 2011–12 and 2012–13 (16.6%), translating into full representation (107.5% of the WFA in 2013–14). The representation of members of visible minorities:

- exceeds the WFA in three EEOGs and increased slightly when compared to 2012–13 (senior managers at 121% of the WFA, professionals at 112.5% of the WFA, and semi-professionals and technicians at 128.4% of the WFA)
- has slightly decreased in two of the EEOGs (middle and other managers at 98.5% of the WFA compared to 109% in 2012–13 and the administrative and senior clerical personnel at 63.9% of the WFA compared to 70.6% 2012–13)
- members of visible minorities remain under-represented in the clerical personnel EEOG, at 16.8% of the WFA

Representation in hiring, promotions, departures and salary range**Hiring (see Table 8 in the Appendix)**

- The CNSC hired 31 employees in 2013–14, continuing its trend of no growth in population for the last few years.
- The overall rate of hiring of women (54.8%) far exceeded the WFA of 38.2%, with the rate of hiring in three EEOGs – senior managers, middle and other managers, and professionals – exceeding the WFA.
- The rate of hiring of members of visible minorities in the professionals EEOG also exceeded the WFA (21.1% vs. a WFA of 19.1% for that EEOG).
- Hires in the senior managers, and middle and other managers EEOGs were all women, with the overall rate of hiring of persons with disabilities of 33% in the middle and other managers EEOG.

Promotions (see Table 9 in the Appendix)

- A total of 13 CNSC employees were promoted in 2013–14.
- Promotions occurred in three of the four EEOGs (women, Aboriginal peoples and members of visible minorities), with the rate of promotion higher than the WFA in all groups.

Departures (see Table 10 in the Appendix)

- A total of 94 employees left the organization in 2013–14. The rate of departure for three of the four EEDG was higher than their respective WFA; only for members of visible minorities was the rate of departure lower than the WFA.
- Most of the departures of women occurred in the professionals EEOG, where the departure rate was lower than the WFA.
- All departures in the middle and other managers, and the administrative and senior clerical personnel were women. The Employment Systems Review (ESR) did not reveal any retention barriers for women; however, as women are under-represented in the middle and other managers EEOG, this is an area that the CNSC will be monitoring closely.
- The departure rate for Aboriginal peoples and persons with disabilities were higher than the WFA in the professionals, and the administrative and senior clerical personnel. However, as these groups are small, a relatively low number of employee movements has an impact on workforce representation.

Salary range

- Across the CNSC, roughly 63% of employees earn \$95,000 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 \$95,000 is significantly lower than the CNSC rate, largely due to their higher representation in the administrative and senior clerical personnel, and the clerical personnel EEOGs, where salaries are lower (see Table 11 in the Appendix).

4. Future Strategies

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 2013–14, with the implementation of 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 Canadian Human Rights Commission, and the recommendations and best practices of the ESR on hiring, promotion, training, retention and accommodation practices and processes.

The following objectives are targeted for 2014–15:

- completing training for all CNSC staff on the Collaborative Workplace Initiative and incorporating the learning objectives into the New Employee Orientation Program
- 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, using a new applicant tracking system
 - ensuring equal opportunity in internal and external development opportunities for EEDGs, including leadership development (as part of the Identification of Potential for Leadership Initiative)

- monitoring departures and exit interviews
- examining possible reasons that employees may have for not identifying as a person with a disability, and developing a strategy to help address self-stigma and raise awareness
- continuing to consult with the EEC and employee representatives on a regular basis, and promote related training to its members to increase knowledge of EE principles and practices

In addition, the CNSC *Workplace Accommodation Policy* will eventually be aligned with the Treasury Board Secretariat revised policy, which will include the implementation of a more systematic process for addressing requests for accommodation.

5. Conclusion

At the CNSC, employment equity is about creating a positive and inclusive work environment. Our policies and practices reflect this goal, and ensure that any barriers in our employment procedures are eliminated. The findings of this report attest to that, with three of the four EE designated groups fully represented in 2013–14.

As persons with disabilities remained the only EE under-represented designated group, the CNSC will continue with its ongoing efforts to ensure that there are no employment barriers for this group. The regulator will review its communications to raise awareness on the importance of identifying as a person with a disability.

Appendix: Data Tables as of March 31, 2014

Representation of employment equity designated groups

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

Employment equity designated group March 31, 2014	CNSC representation		Workforce availability*	CNSC representation (as a percentage of WFA)
	#	%		%
Women	383	46.3	38.2	121.2
Aboriginal peoples	19	2.3	1.6	143.6
Persons with disabilities	25	3.0	4.1	73.7
Members of visible minorities	144	17.4	16.2	107.5

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

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

NCR and province March 31, 2014	Total employees	Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
NCR	758	354	46.7	18	2.4	25	3.3	132	17.4
New Brunswick	4	*	50.0	0	0.0	0	0.0	0	0.0
Quebec	6	4	66.7	0	0.0	0	0.0	0	0.0
Ontario (outside NCR)	40	15	37.5	0	0.0	0	0.0	11	27.5
Saskatchewan	11	4	36.4	*	9.1	0	0.0	*	9.1
Alberta	8	4	50.0	0	0.0	0	0.0	0	0.0
Total	827	383	46.3	19	2.3	25	3.0	144	17.4

* 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, 2014	Total Employees	Representation							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	19	5	26.3	0	0.0	0	0.0	*	10.5
Middle and other managers	58	17	29.3	*	1.7	4	6.9	8	13.8
Professionals	563	217	38.5	12	2.1	14	2.5	121	21.5
Semi-professionals and technicians	32	10	31.3	*	9.4	0	0.0	6	18.8
Administrative and senior clerical personnel	108	97	89.8	*	2.8	5	4.6	6	5.6
Clerical personnel	47	37	78.7	0	0.0	*	4.3	*	2.1
Total	827	383	46.3	19	2.3	25	3.0	144	17.4

* 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, 2014	Total employees	CNSC representation (women)		Workforce availability*	Representation (as a percentage of WFA)
		#	%		
Senior managers	19	4	26.3	24.2	108.7
Middle and other managers	58	17	29.3	39.1	75.0
Professionals	563	217	38.5	28.3	136.2
Semi-professionals and technicians	32	10	31.3	38.8	80.5
Administrative and senior clerical personnel	108	97	89.8	77.8	115.4
Clerical personnel	47	37	78.7	69.7	112.9
Total	827	383	46.3	38.2	121.2

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

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

Employment equity occupational group March 31, 2014	Total employees	CNSC representation (Aboriginal peoples)		Workforce availability**	Representation (as a percentage of WFA)
	#	#	%	%	%
Senior managers	19	0	0.0	2.4	0.0
Middle and other managers	58	*	1.7	1.9	90.7
Professionals	563	12	2.1	1.3	164.0
Semi-professionals and technicians	32	*	9.4	2.7	347.2
Administrative and senior clerical personnel	108	*	2.8	1.9	146.2
Clerical personnel	47	0	0.0	2.5	0.0
Total	827	19	2.3	1.6	143.6

* 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* at the National Occupational Classification level.

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

Employment equity occupational group March 31, 2014	Total employees	CNSC representation (persons with disabilities)		Workforce availability**	Representation (as a percentage of WFA)
	#	#	%	%	%
Senior managers	19	0	0.0	3.2	0.0
Middle and other managers	58	4	6.9	3.2	215.5
Professionals	563	14	2.5	4.5	55.3
Semi-professionals and technicians	32	0	0.0	4.8	0.0
Administrative and senior clerical personnel	108	5	4.6	2.6	178.1
Clerical personnel	47	*	4.3	4.5	94.6
Total	827	25	3.0	4.1	73.7

* 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* at the National Occupational Classification level.

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

Employment equity occupational group March 31, 2014	Total employees	CNSC representation (members of visible minorities)		Workforce availability**	Representation (as a percentage of WFA)
	#	#	%	%	%
Senior managers	19	*	10.5	8.7	121.0
Middle and other managers	58	8	13.8	14.0	98.5
Professionals	563	121	21.5	19.1	112.5
Semi-professionals and technicians	32	6	18.8	14.6	128.4
Administrative and senior clerical personnel	108	6	5.6	8.7	63.9
Clerical personnel	47	*	2.1	12.7	16.8
Total	827	144	17.4	16.2	107.5

* 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* at the National Occupational Classification 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, 2014	Total employees	Hirings							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	2	*	100.0	0	0.0	0	0.0	0	0.0
Middle and other managers	3	*	100.0	0	0.0	*	33.3	0	0.0
Professionals	19	7	36.8	0	0.0	*	5.3	4	21.1
Semi-professionals and technicians	1	0	0.0	0	0.0	0	0.0	0	0
Administrative and senior clerical personnel	5	4	80.0	0	0.0	*	40.0	0	0
Clerical personnel	1	*	100.0	0	0.0	0	0.0	0	0.0
Total	31	17	54.8	0	0.0	4	12.9	4	12.9

* 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, 2014	Total employees	Promotions							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
Senior managers	3	0	0.0	0	0.0	0	0.0	0	0.0
Middle and other managers	2	0	0.0	*	50.0	0	0.0	0	0.0
Professionals	7	5	71.4	0	0.0	0	0.0	*	28.6
Semi-professionals and technicians	1	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	0	0
Clerical personnel	0	0	0.0	0	0.0	0	0.0	0	0.0
Total	13	5	38.5	*	7.7	0	0.0	*	15.4

* 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, 2014	Total employees	Departures							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
	#	#	%	#	%	#	%	#	%
Senior managers	2	*	50.0	0	0.0	0	0.0	0	0.0
Middle and other managers	2	*	100.0	0	0.0	0	0.0	0	0.0
Professionals	58	24	41.4	*	3.4	*	3.4	7	12.1
Semi-professionals and technicians	4	*	25.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	8	8	100.0	*	12.5	*	25.0	*	12.5
Clerical personnel	20	14	70.0	0	0.0	*	5.0	*	5.0
Total	94	50	53.2	*	3.2	5	5.3	9	9.6

* 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		
31-Mar-14	#	CUM%**	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**
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	5	0.6%	4	80.0%	1.0%	0	0.0%	0.0%	0	0.0%	0.0%	1	20.0%	0.7%
45,000–\$49,999	4	1.1%	3	75.0%	1.8%	0	0.0%	0.0%	0	0.0%	0.0%	1	25.0%	1.4%
50,000–\$54,999	14	2.8%	10	71.4%	4.4%	0	0.0%	0.0%	1	7.1%	4.0%	2	14.3%	2.8%
55,000–\$59,999	94	14.1%	86	91.5%	26.9%	3	3.2%	15.8%	6	6.4%	28.0%	2	2.1%	4.2%
60,000–\$64,999	13	15.7%	8	61.5%	29.0%	1	7.7%	21.1%	0	0.0%	28.0%	0	0.0%	4.2%
65,000–\$69,999	49	21.6%	33	67.3%	37.6%	2	4.1%	31.6%	0	0.0%	28.0%	6	12.2%	8.3%
70,000–\$74,999	14	23.3%	8	57.1%	39.7%	0	0.0%	31.6%	0	0.0%	28.0%	4	28.6%	11.1%
75,000–\$79,999	17	25.4%	11	64.7%	42.6%	1	5.9%	36.8%	2	11.8%	36.0%	2	11.8%	12.5%
80,000–\$84,999	63	33.0%	36	57.1%	52.0%	1	1.6%	42.1%	1	1.6%	40.0%	12	19.0%	20.8%
85,000–\$89,999	23	35.8%	9	39.1%	54.3%	0	0.0%	42.1%	0	0.0%	40.0%	8	34.8%	26.4%
90,000–\$94,999	6	36.5%	3	50.0%	55.1%	0	0.0%	42.1%	0	0.0%	40.0%	3	50.0%	28.5%
95,000–\$99,999	147	54.3%	64	43.5%	71.8%	3	2.0%	57.9%	4	2.7%	56.0%	27	18.4%	47.2%
100,000–\$104,999	14	56.0%	6	42.9%	73.4%	0	0.0%	57.9%	0	0.0%	56.0%	5	35.7%	50.7%
105,000–\$109,999	11	57.3%	4	36.4%	74.4%	0	0.0%	57.9%	0	0.0%	56.0%	2	18.2%	52.1%
110,000–\$114,999	7	58.2%	4	57.1%	75.5%	0	0.0%	57.9%	1	14.3%	60.0%	0	0.0%	52.1%
115,000–\$119,999	180	79.9%	61	33.9%	91.4%	5	2.8%	84.2%	7	3.9%	88.0%	27	15.0%	70.8%
120,000 and over	166	100.0%	33	19.9%	100.0%	3	1.8%	100.0%	3	1.8%	100.0%	42	25.3%	100.0%
Total	827	100%	383	46.3%	100%	19	2.3%	100%	25	3.0%	100%	144	17.4%	100%

** 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**.