



Employment Equity Annual Report 2014–15

October 2015



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Employment Equity Annual Report 2014–15

1. Canadian Nuclear Safety Commission: General overview

The Canadian Nuclear Safety Commission regulates the use of nuclear energy and materials to protect health, safety, security and the environment, and to implement Canada's international commitments on the peaceful use of nuclear energy; and to disseminate objective scientific, technical and regulatory information to the public.

The CNSC was established in 2000 under the *Nuclear Safety and Control Act* (NSCA), which sets out its mandate, responsibilities and powers. 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/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. The CNSC is led by a president, employs more than 800 Canadians, and maintains 11 offices across Canada. These include two headquarters located in Ottawa, Ontario, as well as four regional offices in Laval, Quebec; Mississauga, Ontario; Saskatoon, Saskatchewan; and Calgary, Alberta. There are also offices at each of the four Canadian nuclear power plants – Point Lepreau in New Brunswick, and Darlington, Pickering, and Bruce A and B in Ontario – and at Chalk River Laboratories, in Ontario.

2. The CNSC's approach to employment equity

Supporting a diverse workforce

Employment equity – the practices that create and support a representative and diverse workforce as well as a healthy work environment – is an integral component of the CNSC's human resources management policies, programs and decision-making processes.

CNSC management considers Canada's *Employment Equity Act* (EEA) as an important contributor to the CNSC's success in:

- attracting and retaining top talent to drive productivity
- regulating the Canadian nuclear industry
- implementing Canada's international commitments for the peaceful use of nuclear energy
- providing the capacity to consult with Aboriginal communities
- engaging all Canadians on nuclear-related regulatory matters

In addition, the CNSC's core values – respect, integrity, service, excellence, responsibility and safety – all support a diverse workforce and the evolution of an effective organizational culture, which in turn strengthen its ability to achieve its mandate.

Employment Equity Plan for 2013–14 to 2017–18

At the CNSC, employment equity is about creating a positive and inclusive work environment. With this goal in mind, CNSC policies and practices have been designed to eliminate any barriers related to its employment procedures. The CNSC is also dedicated to ensuring representation from members of employment equity designated groups (EEDGs) – women, members of visible minorities, people with disabilities, and Aboriginal peoples – throughout its workforce.

To help achieve its employment equity goals, the CNSC updated its Employment Equity Plan in 2013–14 to cover the period of April 1, 2013 to March 31, 2018. More information on the plan's key objectives and strategies is provided in the "Future strategies" section of this report. The following sections detail key activities undertaken in 2014–15.¹

Employment Equity Accountability Framework

Established in 2013–14, the CNSC's Employment Equity Accountability Framework outlines the statutory requirements, expected results and performance indicators used to assess progress and success in implementing the Employment Equity Plan. The framework clearly sets out the ways in which senior management and employees are accountable for employment equity:

- All employees are responsible for helping to advance the CNSC's goals in this area by learning about and contributing to employment equity in the workplace, and by raising issues or concerns that may be (or be perceived to be) barriers to employment equity.

¹ Year ranges in this report refer to fiscal years, which begin on April 1 each year and end on March 31 the following year.

- Managers at all levels are accountable for contributing to the implementation of the Employment Equity Plan. This includes ensuring that employment equity is implemented within their areas of responsibility by providing a supportive work environment that will attract and retain members of EEDGs.

Collaborative Workplace Initiative

The Collaborative Workplace Initiative was launched in January 2013 to address issues of perceived harassment, inappropriate behaviour and incivility in the workplace, and to respond to concerns raised by some employees around fear of reprisal or negative consequences. This initiative was designed to create an engaging and positive work environment for all employees.

In 2012–13, a brochure titled, *Here to Help – Important Services for CNSC Staff*, was distributed to CNSC staff outlining the many services available to help resolve workplace issues or concerns. In addition, mandatory training was delivered in 2013–14 and again in 2014–15 to the majority of CNSC staff and managers, with the goal being to facilitate conversation on civility in the workplace, provide a common vocabulary about civility, develop awareness of the impact of incivility and provide tools for addressing incivility. The essentials of this training on civility and expected workplace behaviour have since been integrated into the two-day orientation session for new employees.

In 2014–15, the CNSC revised its *Policy on the Prevention and Resolution of Harassment in the Workplace*. Renamed the *Respectful Workplace Policy*, it states:

“The CNSC values the safety, health and well-being of its employees and is committed to providing a working environment in which all individuals are treated with respect, civility and dignity. Accordingly, the CNSC is committed to creating and maintaining a respectful workplace, free of discriminatory, harassing or violent behaviour, where people work together productively, effectively and in ways that create collaboration and teamwork.”

This policy outlines the CNSC expectation that all employees, regardless of their position, will conduct themselves in a professional, respectful, courteous and acceptable manner when interacting with or influencing others, or managing colleagues. All employees are also expected to understand that incivility is not conducive to a respectful and collaborative workplace and can escalate to harassment. The CNSC believes that a respectful workplace is one in which individuals assume responsibility for and are supported in attempting to resolve concerns about the lack of respect or civility directly with each other wherever possible.

The CNSC also revised its Management System in 2014–15. Titled *Regulating for Safety*, this document provides direction and insight into how the CNSC manages itself as Canada’s national nuclear regulator on a day-to-day basis. The document highlights the importance of promoting teamwork and collaboration for all employees.

Internal safety culture

The CNSC’s internal safety culture is characterized by three pillars:

- health, safety and wellness programs
- a collaborative workplace and continuous improvement

- learning and knowledge management

In 2014–15, the CNSC conducted an internal survey to solicit employee feedback on the CNSC's safety culture. The survey confirmed that CNSC employees understand the link between working collaboratively and a healthy safety culture. In addition, the survey identified themes on which the CNSC will focus its efforts moving forward. These themes touch on methods for raising issues and nurturing an environment that encourages finding solutions to those issues.

Self-identification

By inviting new employees to complete self-identification questionnaires for employment equity purposes, the CNSC is able to gain an accurate picture of the composition of its workforce and the extent to which its employees represent the Canadian population. In 2014–15, the response rate for the self-identification questionnaires was 95%, slightly lower than the 98 % response rate in 2013–14.

Diversity Forum

In 2014–15, senior management endorsed the creation of the CNSC Diversity Forum. To be offered to staff in 2015–16, this learning and engagement activity will focus on defining what diversity means at the CNSC. Its goal will be to facilitate an open dialogue on a variety of issues – not just those related to the four EEDGs but also on those pertaining to age, sexual orientation, socio-economic status, religious beliefs and other topics.

Workplace Accommodation Policy

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

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

The CNSC will review its *Workplace Accommodation Policy* in 2015–16 to ensure it aligns with the Treasury Board Secretariat's revised policy on the duty to accommodate (once that updated policy becomes available).

Web accessibility

Web accessibility is a legislated requirement for the Government of Canada. It ensures Canadians with disabilities (whether motor, auditory, cognitive, seizure/neurological or visual) can access and use content on the Web. Accessible content provides the opportunity for all citizens to participate in and contribute to the CNSC's consultative and regulatory processes.

Over the last three years, the CNSC has assessed and adjusted thousands of pages on its public website to ensure accessibility for people with disabilities and to comply with the internationally accepted *Web Content Accessibility Guidelines*.

Web-accessible templates and job aids were also developed, with training sessions on Web accessibility provided for many employees across the organization who generate content on the CNSC's website.

Since the completion of the Web accessibility project in 2013–14, the CNSC continues to publish web accessible content to its website.

Recruitment and *Staffing Policy*

The regulation of nuclear energy and materials requires employees with a high level of technical competency. Attracting and retaining such specialized expertise is a strategic priority for the CNSC. Recognizing the value of building a highly skilled and diverse workforce that reflects the composition of Canada's population, the CNSC encourages members of EEDGs to apply for open positions. The CNSC Staffing Policy Framework promotes a values-based approach to staffing, based on 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 its framework. These have been designed to ensure 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.

On an ongoing basis, hiring managers are informed on employment equity and diversity to assist them in making informed selection decisions. The information dispels commonly held beliefs, correct misperceptions and encourages staffing and recruitment from designated groups. The CNSC management team is provided with the annual Human Resources Dashboard which informs them of employment equity data on an ongoing basis.

Learning and development

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

The CNSC management-training program includes EE training and explains the requirements of the *Employment Equity Act*, including the duty to accommodate, the role of managers in implementing the Act and the status 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.

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

The CNSC also recognizes the potential obstacles faced by employees seeking to learn a second official language. To assist these employees in acquiring or maintaining their second official language, the CNSC provides part-time, in-house language training. A total of 101 CNSC employees participated in this training in 2014–15.

Consultation

Union representatives (NUREG) and management meet regularly to discuss issues pertaining to employment equity 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 2014–15, and were consulted in the development of both the Employment Equity Plan 2013–14 to 2017–18 and the CNSC Diversity Forum.

3. Workforce representation data

Representation of employment equity designated groups

The CNSC used the WFA based on the 2006 *Census of Canada* and 2006 *Participation and Activity Limitation Survey* at the Employment Equity Organizational Group (EEOG) level for the past seven years. However, for 2014-15, the data used to calculate the WFA comes from the 2011 *Census of Canada* and 2011 *Participation and Activity Limitation Survey*. As such, the national WFA information was used to calculate the WFA for all the employment equity occupational groups.

In 2014-15, the CNSC observed a decrease in representation in all of the four EEDGs when compared to 2013-14. The only EEDG that was on par with the workforce availability (WFA) is members of visible minorities at 17.8%. 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.

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 at the CNSC as of March 31, 2015.

Table A: Comparison of CNSC employee representation and WFA, 2013–14 versus 2014–15

Employment equity designated group	WFA 2011 Census data	2013–14		2014–15	
		CNSC	Rep. as a percentage of WFA*	CNSC	Rep. as a percentage of WFA
Women	48.2%	46.3%	121.2%	47.2%	98.0%
Aboriginal peoples	3.5%	2.3%	143.6%	2.5%	71.4%
Persons with disabilities	4.9%	3.0%	73.7%	3.1%	63.3%
Members of visible minorities	17.8%	17.4%	107.5%	17.8%	100.2%

* 2013–14 representation calculated using the WFA based on 2006 Census data.

More specifically, in 2014–15:

- the representation of women increased from 46.3% of the CNSC's total workforce in 2013–14 to 47.2% in 2014–15 but is now below the WFA of 48.2%
- the representation of Aboriginal peoples decreased to 71.4% of the WFA (making up 2.5% of the CNSC's total workforce)
- the representation of persons with disabilities decreased to 63.3% of the WFA (making up 3.1% of the CNSC's total workforce)
- the representation of members of visible minorities is on par with the WFA, and comprises 17.8% of the CNSC's total workforce.

See table 1 in the appendix for detailed data on the representation of the four EEDGs at the CNSC, and table 2 for their distribution by regions and provinces.

Representation of employment equity occupational groups

CNSC employees are distributed in six of the 14 EEOGs:

- 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 67% 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 (see appendix), Aboriginal peoples and members of visible minorities are fully represented in the professionals group, while women and persons with disabilities are under-represented at 71.1% and 60.5% of the WFA, respectively.

For detailed data on the representation of the six EEDGs by EEOG, see table 3 in the appendix.

Women

Women are almost fully represented at the CNSC, comprising 47.2% of the workforce in 2014–15 – up slightly from the 46.3% reported in 2013–14. Although the overall representation rate has increased, representation as a percentage of the WFA decreased from 121.2% in 2013–14 to 98% in 2014–15. This is due to the new WFA that is based on the 2011 Census data.

The representation of women has remained fairly stable across most EEOGS, with full representation reached among senior managers. Women remain under-represented in three EEOGs: middle and other managers, professionals, and semi-professionals and technicians.

When expressed as a percentage of the WFA, the representation of women at the CNSC:

- exceeds the WFA in three EEOGs: senior managers (121.7%), administrative and senior clerical personnel (108.3%), and clerical personnel (110.3%)
- has significantly increased among senior managers over the last few years, rising from 39.5% in 2011–12 to 82.6% in 2012–13, then surpassing the WFA in 2013–14 (108.7%) and 2014–15 (121.7%)
- increased slightly in the middle and other managers EEOG, climbing from 75% of the WFA in 2013–14 to 79.5% in 2014–15
- decreased in three EEOGs: semi-professionals and technicians (from 80.5% in 2013–14 to 54%), administrative and senior clerical personnel (from 115.4% in 2013–14 to 108.3%), and clerical personnel (from 112.9% in 2013–14 to 110.3%)

For more detailed data on women, see table 4 in the appendix.

Aboriginal peoples

The representation of Aboriginal peoples at the CNSC is at 71.4% of the WFA, which is significantly lower than the 143.6% reported in 2013–14.

When expressed as a percentage of the WFA, the representation of Aboriginal peoples at the CNSC:

- exceeds the WFA in three EEOGs: middle and other managers (163.6%), semi-professionals and technicians (254.1%), and administrative and senior clerical personnel (116.7%)
- meets the WFA in the professionals EEOG (but this decreased to 100 percent from 164.0% in 2013–14)
- remains at zero in both the senior managers and clerical personnel EEOGs (as has been the case since 2011–12)

For more detailed data on Aboriginal peoples, see table 5 in the appendix.

Persons with disabilities

The CNSC representation of persons who self-identified as having a disability remained stable at 3.1% of the CNSC's total workforce in 2014–15.

When expressed as a percentage of the WFA, the representation of persons with disabilities at the CNSC:

- exceeds the WFA in two EEOGs: middle and other managers (127.9%), and administrative and senior clerical personnel (129.4 percent)
- is below the WFA in the professionals EEOG (60.5%)
- is at 67.4% of the WFA for the semi-professionals and technicians EEOG, which represents an increase over the past three fiscal years (when no representation was reported)

Members of the persons with disabilities EEOG also remain under-represented in the senior managers EEOG (as has been the case for the last three fiscal years).

For more detailed data on persons with disabilities, see table 6 in the appendix.

Members of visible minorities

The overall representation of members of visible minorities remained stable in 2014–15, comprising 17.8% of the CNSC's workforce compared to 17.4% in 2013–14. This translates into full representation (100% of the WFA).

When expressed as a percentage of the WFA, the representation of members of visible minorities at the CNSC:

- exceeds the WFA in three EEOGs: senior managers (141.6%), professionals (108.0%), and semi-professionals and technicians (115.3%)
- continues to decrease in the middle and other managers EEOG, which fell to 84.7% from 98.5% in 2013–14 and 109.0% in 2012–13
- has decreased in the administrative and senior clerical personnel EEOG, down to 49.6% from 63.9% in 2013–14
- has increased significantly in the clerical personnel EEOG, rising to 46.3% from 16.8% in 2013–14

For more detailed data on members of visible minorities, see table 7 in the appendix.

Representation in hiring, promotions, departures and salary range

Hiring

The overall rate of hiring of women (55.3%) far exceeded the WFA of 48.2%. This was driven primarily by a hiring rate that exceeded the WFA in three EEOGs: semi-professionals and technicians, administrative and senior clerical personnel, and clerical personnel.

The rate of hiring of members of visible minorities exceeded the WFA in two EEOGs (25% vs. a WFA of 12.7% for middle and other managers and 10.5% for clerical personnel).

Although Aboriginal peoples were not recruited in all EEOGs, the rate of hiring exceeded the WFA in the following EEOGs:

- middle and other managers (25.0% versus a WFA of 2.2%)
- administrative and senior clerical personnel (5.6% versus a WFA of 3.0%)

For more detailed data on hiring rates, see table 8 in the appendix.

Promotions

A total of 16 CNSC employees were promoted in 2014–15, up from 13 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. Eleven women were promoted in 2014–15 compared to five in 2013–14.

For more detailed data on promotions, see table 9 in the appendix.

Departures

A total of 102 employees left the organization in 2014–15, up from the 94 departures reported in 2013–14. The rate of departure for three of the four EEOGs was lower than their respective WFA, with only persons with disabilities experiencing a departure rate on par with the WFA.

Looking specifically at women, most of the departures occurred in the following EEOGs: professionals (18), administrative and senior clerical personnel (17), and clerical personnel (11).

For Aboriginal peoples and persons with disabilities, the departure rate was higher than the WFA in the professionals EEOG. The departure rate for administrative and senior clerical personnel was also higher than the WFA among persons with disabilities. Because these groups are small, a relatively low number of employee movements can have a significant impact on workforce representation.

For more detailed data on departures, see table 10 in the appendix.

Salary range

Across the CNSC, roughly 62% of employees earn \$95,000 or more annually. Proportionately more members of visible minorities earn above this salary, while the salaries of Aboriginal peoples and persons with disabilities are close to the CNSC average. In contrast, the proportion of women earning more than \$95,000 is significantly lower than the CNSC average, largely due to their higher representation in the administrative and senior clerical personnel EEOG and the clerical personnel EEOG, where salaries are lower.

For more detailed data on salary range, see table 11 in the appendix.

4. Future strategies

In 2013–14, the CNSC developed a five-year Employment Equity Plan, outlining specific strategies to assist in meeting its obligations under the *Employment Equity Act*.

In 2014–15, the CNSC made significant progress against planned activities, highlights of which include the following accomplishments:

- 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
 - completing training for all staff on collaborative workplace behaviours

Moving forward, the CNSC will continue to monitor EE representation and explore new initiatives to achieve desired objectives. In 2015-16, key initiatives include:

- revising the CNSC *Workplace Accommodation Policy* to include the implementation of a more systematic process for addressing requests for accommodation
- building on the success of the collaborative workplace initiative, incorporating learning curriculum into the employee orientation program

5. Conclusion

At the CNSC, EE means creating a positive and inclusive work environment. CNSC policies and practices reflect this goal and ensure that any barriers in the organization's employment procedures are eliminated.

While the CNSC had previously achieved full representation in three of the four EEDGs, the new WFA based on the 2011 *Census of Canada* and the 2011 *Participation and Activity Limitation Survey* resulted in lower representation numbers for 2014–15. Looking ahead, the CNSC will continue to work with other government departments and explore best practices and measures that can be put in place to increase representation to better reflect the Canadian population.

The CNSC will also continue with its ongoing efforts to ensure there are no employment barriers for any members of the four EEDGs.

Appendix: Workforce representation data tables as of March 31, 2015

Representation of employment equity designated groups

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

Employment equity designated group March 31, 2015	CNSC representation		Workforce availability*	CNSC representation (as a percentage of WFA)
	#	%		%
Women	402	47.2	48.2	98.0
Aboriginal peoples	21	2.5	3.5	71.4
Persons with disabilities	26	3.1	4.9	63.3
Members of visible minorities	152	17.8	17.8	100.2

* Source: 2011 *Census of Canada* and 2011 *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, 2015	Total employees	CNSC representation							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
National Capital Region (NCR)	787	372	47.3	20	2.5	25	3.2	140	17.8
New Brunswick	4	*	50.0	0	0.0	0	0.0	0	0.0
Quebec	5	*	60.0	0	0.0	0	0.0	*	20.0
Ontario (outside NCR)	37	16	43.2	0	0.0	0	0.0	*	2.7
Saskatchewan	11	4	36.4	*	9.1	0	0.0	*	9.1
Alberta	8	5	62.5	0	0.0	*	12.5	0	0.0
Total	852	402	47.2	21	2.5	26	3.1	143	17.8

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

Table 3: Representation of employment equity designated groups by employment equity occupational group

Employment Equity Occupational Group	Representation										
	31-Mar-15	Total Employees		Women		Aboriginal Peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%	#	%
Senior Managers	21	2.5	7	33.3	0	0.0	0	0.0	*	14.3	
Middle and Other Managers	55	6.5	17	30.9	*	3.6	*	5.5	7	12.7	
Professionals	573	67.3	224	39.1	12	2.1	13	2.3	123	21.5	
Semi-Professionals and Technicians	32	3.8	9	28.1	*	9.4	*	3.1	6	18.8	
Administrative and Senior Clerical Personnel	114	13.4	102	89.5	4	3.5	5	4.4	7	6.1	
Clerical Personnel	57	6.5	43	75.4	0	0.0	4	7.0	6	10.5	
Total	852	100	402	47.2	21	2.5	26	3.1	152	17.8	

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

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

Employment equity occupational group March 31, 2015	Total employees	CNSC representation (women)		Workforce availability*	Representation (as a percentage of WFA)
	#	#	%	%	%
Senior managers	21	7	33.3	27.4	121.7
Middle and other managers	55	17	30.9	38.9	79.5
Professionals	573	224	39.1	55	71.1
Semi-professionals and technicians	32	9	28.1	52	54.0
Administrative and senior clerical personnel	114	102	89.5	82.6	108.3
Clerical personnel	57	43	75.4	68.4	110.3
Total	852	402	47.2	48.2	98.0

* Source: 2011 *Census of Canada* and 2011 *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, 2015	Total employees		CNSC representation (Aboriginal peoples)		Workforce availability**	Representation (as a percentage of WFA)
	#	#	%	%	%	%
Senior managers	21	0	0.0		2.9	0.0
Middle and other managers	55	*	3.6		2.2	163.6
Professionals	573	12	2.1		2.1	100.0
Semi-professionals and technicians	32	*	9.4		3.7	254.1
Administrative and senior clerical personnel	114	4	3.5		3.0	116.7
Clerical personnel	57	0	0.0		3.4	0.0
Total	852	21	2.5		3.5	71.4

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

** Source: 2011 *Census of Canada* and 2011 *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, 2015	Total employees		CNSC representation (persons with disabilities)		Workforce availability**	Representation (as a percentage of WFA)
	#	#	%	%	%	%
Senior managers	21	0	0.0		4.3	0.0
Middle and other managers	55	*	5.5		4.3	127.9
Professionals	573	13	2.3		3.8	60.5
Semi-professionals and technicians	32	*	3.1		4.6	67.4
Administrative and senior clerical personnel	114	5	4.4		3.4	129.4
Clerical personnel	57	4	7.0		7.0	100.0
Total	852	26	3.1		4.9	63.3

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

** Source: 2011 *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, 2015	Total employees	CNSC representation (members of visible minorities)		Workforce availability**	Representation (as a percentage of WFA)
	#	#	%	%	%
Senior managers	21	*	14.3	10.1	141.6
Middle and other managers	55	7	12.7	15.0	84.7
Professionals	573	123	21.5	19.9	108.0
Semi-professionals and technicians	32	6	18.8	16.3	115.3
Administrative and senior clerical personnel	114	7	7.0	14.1	49.6
Clerical personnel	57	6	8.8	19.0	46.3
Total	852	152	17.8	17.8	100.0

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

** Source: 2011 *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, 2015	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
Middle and other managers	4	*	25.0	*	25.0	0	0.0	*	25.0
Professionals	43	16	37.2	0	0.0	*	2.3	8	18.6
Semi-professionals and technicians	*	*	66.7	0	0.0	*	33.3	*	33.3
Administrative and senior clerical personnel	18	17	94.4	*	5.6	0	0.0	*	11.1
Clerical personnel	16	11	68.8	0	0.0	*	12.5	4	25.0
Total	85	47	55.3	2	2.4	4	4.7	16	18.8

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

Table 9: Promotions of employment equity designated groups by employment equity occupational group

Employment equity occupational group March 31, 2015	Total employees	Promotions							
		Women		Aboriginal peoples		Persons with disabilities		Members of visible minorities	
		#	%	#	%	#	%	#	%
Senior managers	*	*	100.0	0	0.0	0	0.0	0	0.0
Middle and other managers	*	*	100.0	0	0.0	0	0.0	0	0.0
Professionals	10	6	60.0	0	0.0	0	0.0	*	20.0
Semi-professionals and technicians	*	0	0.0	*	100.0	0	0.0	0	0.0
Administrative and senior clerical personnel	*	*	100.0	0	0.0	0	0.0	0	0.0
Clerical personnel	0	0	0.0	0	0.0	0	0.0	0	0.0
Total	16	11	68.8	*	6.3	0	0.0	*	12.5

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

Table 10: Departures of employment equity designated groups by employment equity occupational group

Employment equity occupational group March 31, 2015	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
Middle and other managers	5	*	20.0	0	0.0	0	0.0	0	0.0
Professionals	51	18	35.3	*	3.9	*	5.9	6	11.8
Semi-professionals and technicians	*	0	0.0	0	0.0	0	0.0	0	0.0
Administrative and senior clerical personnel	22	17	77.3	0	0.0	*	4.5	*	13.6
Clerical personnel	22	11	50.0	0	0.0	*	4.5	*	9.1
Total	102	47	46.1	*	2.0	5	4.9	11	10.8

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

Table 11: Representation of employment equity designated groups by salary range

Salary range (\$) March 31, 2015	Total employees		Women			Aboriginal peoples			Persons with disabilities			Members of visible minorities		
	#	CUM%**	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**	#	%*	CUM%**
39,999 and under	17	2.0%	11	64.70%	2.73%	0	0.00%	0.00%	1	5.88%	3.85%	7	41.18%	4.61%
40,000–44,999	13	3.52%	8	61.54%	4.71%	2	15.38%	9.52%	1	7.69%	7.69%	1	7.69%	5.26%
45,000–49,999	3	3.87%	3	100.00%	5.46%	0	0.00%	9.52%	0	0.00%	7.69%	0	0.00%	5.26%
50,000–54,999	11	5.16%	8	72.73%	7.44%	0	0.00%	9.52%	2	18.18%	15.38%	3	27.27%	7.24%
55,000–59,999	101	17.12%	84	83.17%	28.54%	3	2.97%	23.81%	5	4.95%	34.62%	3	2.97%	9.21%
60,000–64,999	16	19.23%	14	87.50%	32.26%	0	0.0%	28.57%	1	6.25%	38.46%	3	18.75%	11.18%
65,000–69,999	47	24.50%	34	72.34%	40.45%	2	4.26%	33.33%	0	0.00%	38.46%	3	6.38%	13.16%
70,000–74,999	14	26.14%	6	42.86%	41.94%	1	7.14%	38.10%	0	0.00%	38.46%	4	28.57%	15.79%
75,000–79,999	13	26.67%	8	61.54%	43.92%	0	0.00%	38.10%	0	0.00%	38.46%	3	23.08%	17.76%
80,000–84,999	64	35.17%	38	59.38%	53.35%	1	1.56%	42.86%	1	1.56%	42.31%	9	14.06%	23.68%
85,000–89,999	21	37.63%	12	57.14%	56.33%	1	4.76%	47.62%	2	9.52%	50.00%	4	19.05%	26.32%
90,000–94,999	6	38.34%	2	33.33%	56.82%	0	0.00%	47.62%	0	0.00%	50.00%	3	50.00%	28.29%
95,000–99,999	153	56.27%	64	41.83%	72.70%	3	1.96%	61.90%	4	2.61%	65.38%	32	20.92%	49.34%
100,000–104,999	13	57.80%	7	53.85%	74.44%	1	7.69%	66.67%	0	0.00%	65.38%	2	15.38%	50.66%
105,000–109,999	12	59.09%	5	41.67%	75.43%	0	0.00%	66.67%	0	0.00%	65.38%	5	41.67%	53.95%
110,000–114,999	1	59.20%	0	0.00%	75.43%	0	0.00%	66.67%	0	0.00%	65.38%	0	0.00%	53.95%
115,000–119,999	174	79.84%	59	33.91%	90.32%	4	2.30%	85.71%	6	3.45%	88.46%	28	16.09%	72.37%
120,000 and over	173	100.00%	39	22.54%	100.00%	3	1.73%	100.00%	3	1.73%	100.00%	42	24.28%	100.00%
Total	852	100.00%	402	47.25%	100%	21	2.46%	100%	26	3.05	100%	152	17.82%	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, persons in a visible minority group) in the identified salary range or lower.