

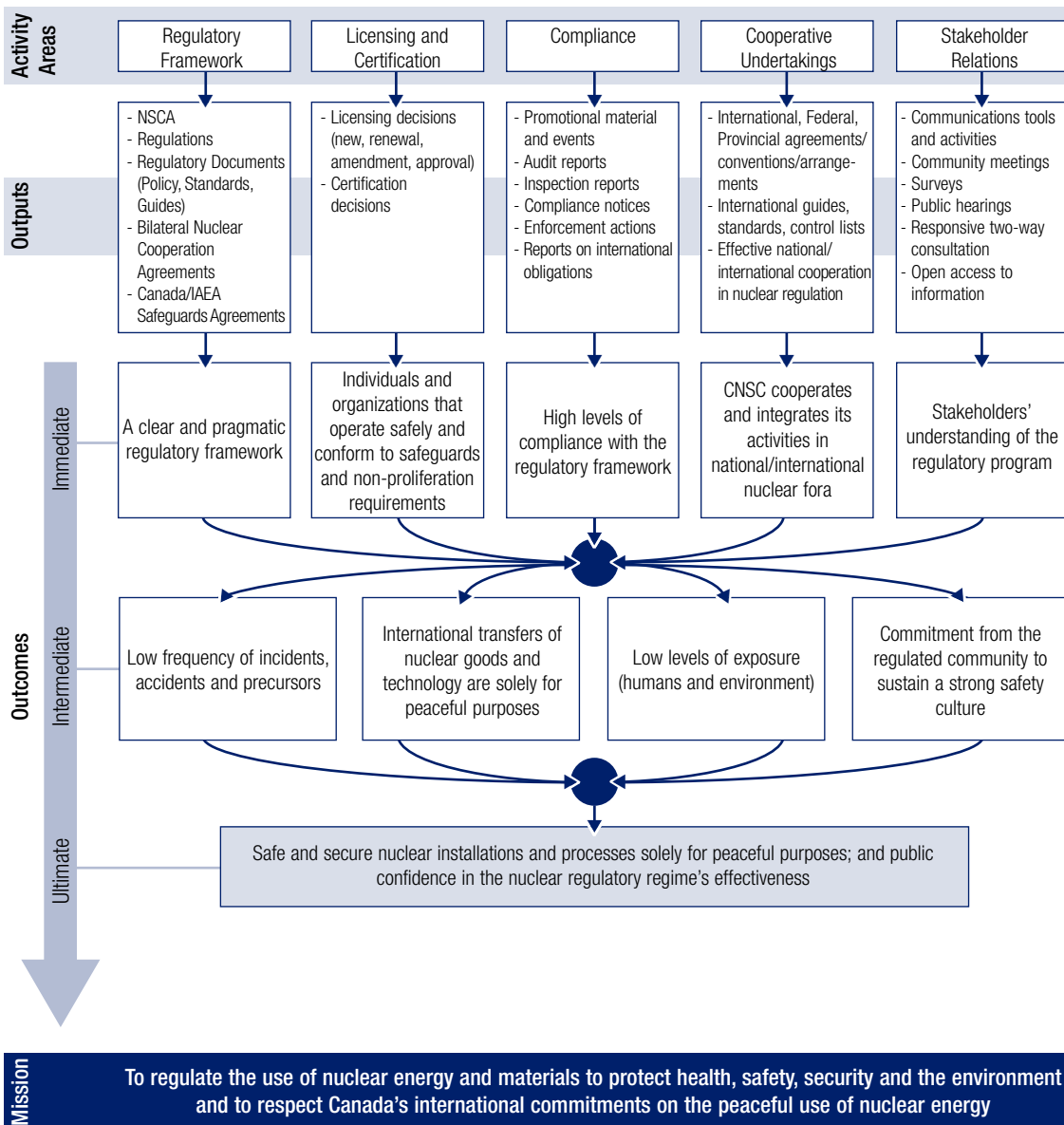
IV. The Canadian Nuclear Safety Commission

Operating Context

The CNSC Strategic Framework

The CNSC Strategic Framework uses this logic model for planning, for focusing activities and programs, for evaluating the contribution of initiatives to the CNSC outcomes and for illustrating the role of the CNSC as an agency committed to achieving results for Canadians.

CNSC Logic Model – Results for Canadians



Governance at the CNSC

The Commission is an independent, quasi-judicial administrative tribunal and court of record, and is separate from CNSC staff. Both the staff organization and the Commission operate in a transparent manner. The CNSC is known as one of the most open and transparent nuclear regulators in the world.

The CNSC's governance includes a clear vision with articulated outcomes, a focused mission and mandate, strong leadership as well as strong and professional corporate services providing information and internal controls that enable good stewardship of resources.

Integrated planning and performance management is an important aspect of the CNSC's governance. It promotes vigorous and responsible management of resources with an emphasis on results. The CNSC defines desired results, delivers regulatory programs and activities, evaluates performance and makes necessary adjustments. The CNSC conducts mid-year and year-end corporate reviews of results achieved against plans and reallocates resources to the highest priorities. In addition, regulatory activities are reviewed and monitored quarterly.

Performance agreements that are specific, results-based, and clearly identify accountability continued to be in place in 2004-2005 for the top two levels of management. The next level of management will prepare 2005-2006 performance contracts. Performance agreements include Modern Management, Workforce Sustainability as well as commitments under the business planning and budgeting process.

A high level of oversight and scrutiny is provided by an independent internal audit program, complemented by regular audits by the Office of the Auditor General (financial and performance) and other officers of Parliament including the Canadian Human Rights Commission (employer obligations under the *Employment Equity Act*) and the Privacy Commissioner of Canada (*Privacy Act*). The CNSC also abides by a "Conflict of Interest and Post-Employment Code for the CNSC", modeled on the Values and Ethics Code for the Public Service.

Organizational Information

The CNSC operates as two separate organizations as follows:

- (i) a Commission of up to seven members; and
- (ii) a staff organization of approximately 530 people.

(i) Commission

The *Nuclear Safety and Control Act* (NSCA) provides for the appointment of up to seven Commission members by the Governor in Council. Members serve for a term not exceeding five years. One member of the Commission is designated as the President of the Commission. This position is held by Linda J. Keen.

Supported by the Secretariat, the Commission functions as an independent, quasi-judicial administrative tribunal and court of record. It sets regulatory policy direction on matters relating to health, safety, security and environmental issues affecting the Canadian nuclear industry. It makes independent decisions on the licensing of nuclear-related activities in Canada, and establishes legally-binding regulations. The Commission takes into account the views, concerns and opinions of interested parties and intervenors. The Commission delegates to Designated Officers the authority to render licensing decisions for certain categories of nuclear facilities and activities in accordance with the requirements of the NSCA and its associated regulations. The Commission retains for its own consideration licensing matters related to major nuclear facilities, for which it holds public hearings, in accordance with the CNSC Rules of Procedure.

(ii) CNSC Staff

CNSC staff are located at a headquarters in Ottawa, site offices at each of the five nuclear power plants in Canada, and five regional offices. CNSC staff are located at each nuclear power plant in Canada to assess performance against regulations and specific conditions of operating licences. Regional offices conduct compliance activities for nuclear substances, transportation, radiation devices and equipment containing nuclear substances. They also respond to unusual events involving nuclear substances.

CNSC staff support the Commission by:

- developing regulatory frameworks;
- carrying out licensing, certification, compliance inspections and enforcement actions;
- coordinating the CNSC's international undertakings;
- developing CNSC-wide programs in support of regulatory effectiveness;
- maintaining relations with stakeholders; and
- providing administrative support.

In addition, staff prepare recommendations on licensing decisions, present them to the Commission for consideration during public hearings and subsequently administer the Commission's decisions. Where so designated, staff also render licensing decisions.