

**UNCLASSIFIED**

**CANADIAN SECURITY INTELLIGENCE SERVICE**

**ANNUAL REPORT TO THE PUBLIC SERVICE HUMAN RESOURCES  
MANAGEMENT AGENCY OF CANADA**

**EMPLOYMENT EQUITY PROGRAM**

**2004-2005**

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## OVERVIEW

The Canadian Security Intelligence Service (CSIS) is an employer that recognizes cultural diversity and subscribes to the principle of employment equity and Canadian multiculturalism. The Service has developed a workforce capable of meeting the demands that today's threat environment presents. This diversity of backgrounds, knowledge and skills has been helpful as the Service continues to shift its operational resources to the areas of greatest priority to address Canada's national security threats. CSIS is dedicated to fostering harmonious human relations and ensures that our current programs and strategies continuously evolve to assist managers responsible for the recruitment, development and retention of members of the four groups designated under the employment equity program. The Service continues to strive to meet its objectives while relying on these strengths in order to meet its mandate.

The Service's employment equity program was established in September 1988. Implementation of the automated self-identification process in 1995 was the first step toward meeting the requirements of the *Employment Equity Act*. In 1998, a consultant was hired to conduct a workforce analysis in order to obtain the necessary data for an employment systems review. The review was completed in 2000, and a five-year employment equity plan came into effect on April 1, 2002. On November 21, 2002, Regulations adapting the *Employment Equity Act* in respect of the Service were passed by the House of Commons and they were published in Part II of the Canada Gazette in December 2002. The Canadian Human Rights Commission is currently conducting a compliance audit of the Service's employment equity program. The first step of the audit process (survey questionnaire) was undertaken in September 2005. Results will be noted in the 2005-2006 annual report.

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## **PROGRAM HIGHLIGHTS**

### **CONSULTATION WITH EMPLOYEE REPRESENTATIVES**

Representatives of the Service's unionized and non-unionized employees continue to be consulted on each measure required under the *Employment Equity Act*. Effective April 1, 2005, Service policy was amended to reflect that the employer shall make every reasonable effort to accommodate employees who request time off to fulfill their religious beliefs.

### **FIVE-YEAR EMPLOYMENT EQUITY PLAN**

Once again, there has been progress in the implementation of the various recommendations in the 2002–2007 Employment Equity Plan. Managers remain cognizant of their obligations and concerted efforts continue to be made across the Service.

As well, during the last fiscal year, through the Performance Evaluation process, a system has been developed that enables Personnel Services, in collaboration with Training and Development, to maintain and follow up on career aspirations identified by all employees and if deemed required, the training recommended by the supervisor. Although this initiative was not brought forth in the five year plan, we believe that it deserves mention.

### **SELF-IDENTIFICATION**

As set out in the Service's Employment Equity Plan, an annual electronic self-identification survey was conducted in March 2005, which had a response rate of 81.5%. Those who had not responded (18.5%) were either on training, out of the country or on other types of leave. The self-identification screen remains active until such time as respondents acknowledge having reviewed their profile. This on-going practice also allows new employees the option to self-identify.

### **WORKFORCE ANALYSIS**

To illustrate CSIS representation, a comprehensive review was completed of the workforce representation of each of the designated groups by Employment Equity Occupational Groups (NOC) compared to the Canadian workforce availability (2001 census). There continues to be an increase in the rate of representation of the four designated groups within the Service.

### **EMPLOYMENT SYSTEMS REVIEW**

As defined in the employment systems review which was completed in 2000, ongoing efforts are made and measures are in place to encourage a barrier-free, inclusive work environment. There is a continued commitment from across the Service to promote an atmosphere and culture which recognizes and values the contribution of all employees.

## **FOLLOW-UP AND REVIEW OF THE PLAN**

Directors General and Autonomous Chiefs submit to the Assistant Director, Human Resources, an annual accountability report on the measures taken to promote the Service's employment equity objectives. The Employment Equity Unit will be reviewing the effectiveness of the activities outlined in the Service's five year plan (2002-2007) and assessing whether they are providing the anticipated results. The plan will be revised as required.

## **ACCOMMODATION MEASURES**

As of July 2004, recommendations made by the Canadian Human Rights Commission in respect of accommodation measures are reflected in the Service's policy.

Branches recognize and respect their duty to accommodate employees in accordance with established policies and procedures. Employees who require special support or accommodation are encouraged to discuss their requirements in order to ensure their needs are met. During the past year, accommodations were made in which employees have been afforded opportunities to remain contributing members of the Service's workforce.

## **RECRUITMENT**

Candidates can apply and self-identify on-line through the CSIS web site which allows the Service to pay particular attention to candidates from the designated groups. The Employment Equity Unit also provides the Human Resources specialists with web sites to facilitate recruitment amongst persons from these groups.

Ads are placed in the local newspapers across the country in order to recruit from a larger group of resources and Service representatives continue to participate in job fairs sponsored by the government, private sector, colleges and universities, some of which are expressly aimed at Aboriginal and Visible Minorities groups such as the Association of Black Law Enforcers.

One of our regional offices has joined an inter-ministerial roundtable in order to exchange positive employment equity practices and our Employment Equity Officer regularly attends meetings hosted by PSHRMAC in regards to employment equity issues.

The Service remains highly interested in promoting diversity within our organization. Individuals are being recruited from all across Canada and are representative of the Canadian cultural mosaic despite the Service's stringent requirements.

## **PROCUREMENT STRATEGY FOR ABORIGINAL BUSINESS**

CSIS continued to participate in the government's Procurement Strategy for Aboriginal Business. As in the past, CSIS maintained its efforts to increase the total value of contracts awarded to Aboriginal suppliers. For the year 2004-2005, the total value of contracts awarded to Aboriginal businesses rose to \$130,732, doubling its amount from the previous year. In February 2005, the Service received an achievement marker from Indian and Northern Affairs Canada for its efforts toward promoting Aboriginal businesses.

## **EMPLOYMENT EQUITY AWARENESS ACTIVITIES**

Approximately ten events relating to employment equity and diversity are promoted on a yearly basis at CSIS. Employees continue to be made aware of multicultural issues through the awareness activities which are promoted on the CSIS Intranet. This year, employees and visitors enjoyed food selections highlighting Aboriginal Awareness Week. Posters and handouts are also provided to all regional offices for distribution whenever possible in order to provide continued sensitization in the working environment. During the next fiscal year, the Employment Equity Unit will be following-up on offers from employees to assist with the awareness activities.

## **DIVERSITY TRAINING**

The Service continues to provide new employees with training on valuing diversity, cross-cultural awareness and information sessions on employment equity.

The booklet entitled "Embracing Change - Leading the Way" which provides tips, tools and advice for creating, promoting and maintaining a diverse work environment is distributed to all senior managers as well as to new supervisors to assist them in defining their responsibilities under the employment equity program.

Again this year, the Training and Development Branch's Self-Learning Centre purchased two new foreign language training kits thereby increasing its inventory to thirteen kits, as well as its stock of videocassettes, CD-ROM products and other documents.

Our intelligence officers also receive training courses specifically aimed at allowing them to better understand and relate to the various communities that they will be dealing with. In providing this training, the Service takes full advantage of its own in-house diverse population by regularly inviting members who represent minority groups to educate their colleagues.

## **INTERNAL COMMUNICATION**

The CSIS Intranet is continuously updated, providing employees with constant access to current or planned measures for implementation of the employment equity program. As an example, the press release by the Minister of Justice, Irwin Cotler, appeared on our internal information network on April 18, 2005 regarding the 20<sup>th</sup> anniversary of section 15 of the *Canadian Charter of Rights and Freedoms*.

## COMMUNICATION WITH THE PUBLIC

In the production of all corporate videos, reports, photographic services and presentations, diverse images are used to reflect the multitude of cultures and groups represented within the Service as well as in Canada. This awareness is inherent to all employees and the products they provide. CSIS's new web page for example, which was just launched in September 2005, carries forward this more modern, diverse look.

## REPRESENTATION

In accordance with the provisions of subsection 21(6) of the *Employment Equity Act*, the following tables provide statistics on the state of employment equity in the Service as of March 31, 2005.

Again this past March, in order to monitor the recruitment and promotion objectives for the five-year plan, an electronic self-identification survey of designated groups was conducted. Given that this process is voluntary, the validity of the data is impacted and may not accurately reflect the level of representation or actual progress of the Plan.

<b>CSIS REPRESENTATION AS OF MARCH 31, 2005</b> (CANADIAN WORKFORCE AVAILABILITY - 2001 CENSUS) Paragraph 21(6) (a)			
<b>Women</b>	<b>Aboriginal Peoples</b>	<b>Persons with Disabilities</b>	<b>Visible Minorities</b>
47.7% (52%)	1.3% (2.5%)	3.4% (4%)	9.9% (10.4%)

Since last fiscal year, there has been an increase in each designated group with the exception of a .2 decrease in our aboriginal peoples representation. Although CSIS employees are well represented compared to the workforce availability, the Service continues its efforts to increase the overall rate of representation.

<b>REPRESENTATION BY OCCUPATIONAL GROUP (2004-2005)</b>				
<b>INDETERMINATE AND TERM EMPLOYEES</b>				
<b>Paragraph 21(6) (b)</b>				
	<b>Women</b>	<b>Aboriginal Peoples</b>	<b>Persons with Disabilities</b>	<b>Visible Minorities</b>
Group 2 - Managers	20.6 %	1.5 %	2.3 %	3.4 %
Group 3 - Professionals	47.7 %	1.3 %	3.1 %	13.0 %
Group 4 - Technicians	14.5 %	0.6 %	2.9 %	9.8 %
Group 7 - Administrative Personnel	82.7 %	1.9 %	5.8 %	1.9 %
Group 10 - Clerical Personnel	80.8 %	1.8 %	4.1 %	5.5 %

The representation of aboriginal peoples in Group-2 - Managers has notably increased, going up by 1.5% over last year.

<b>REPRESENTATION BY SALARY RANGE (2004-2005)</b>						
<b>Paragraph 21(6) (c)</b>						
<b>Level</b>	<b>Minimum Salary</b>	<b>Maximum Salary</b>	<b>Women</b>	<b>Aboriginal Peoples</b>	<b>Persons with Disabilities</b>	<b>Visible Minorities</b>
1	\$26 680	\$30 270	0	0	0	0
2	\$31 180	\$38 000	43.8 %	0	4.7 %	4.7 %
3	\$34 290	\$41 740	32.1 %	0	3.6 %	7.1 %
4	\$38 410	\$46 740	81.8 %	2.0 %	3.4 %	3.9 %
5	\$40 440	\$50 540	83.5 %	0.6 %	6.3 %	9.5 %
6	\$45 700	\$57 090	59.5 %	0.8 %	2.4 %	22.1 %
7	\$52 080	\$65 080	47.9 %	1.9%	1.6 %	10.2 %
8	\$59 620	\$74 540	37.5 %	1.6 %	3.4 %	9.2 %
9	\$68 280	\$85 530	27.8 %	0.9 %	6.7 %	5.1 %
10	\$80 180	\$93 940	9.0 %	1.3 %	2.6 %	3.9 %
11	\$89 000	\$104 800	23.2 %	0	3.6 %	1.8 %
12	\$99 700	\$117 400	23.8 %	4.8%	4.8%	4.8 %
13	\$111 700	\$131 500	9.0 %	0	0	0
14	\$128 300	\$151 000	0	0	0	0
15	\$143 800	\$169 200	0	0	0	50%

This year, the representation of women has seen the most increase overall. Also to be noted in the representation of visible minorities are the following increases: 2.6% at the level 5, 5% at the level 6 and 50% at the level 15. Whereas, representation of persons with disabilities increased by 1.7% at the level 7.



<b>REPRESENTATION BASED ON STAFFING OPERATIONS (2004-2005)</b>				
<b>Paragraph 21(6) (d)</b>				
<b>Operation</b>	<b>Women</b>	<b>Aboriginal Peoples</b>	<b>Persons with Disabilities</b>	<b>Visible Minorities</b>
Advancement	49.3 %	0 %	2.0 %	12.8 %
Recruiting	50.0 %	0.8 %	1.6 %	10.8 %
Termination	28.9%	0 %	0 %	0 %

The above representation rates will continue to be used as an indicator to ensure that there are no systemic barriers to employment, career opportunities, or the retention of persons who are members of the designated groups.

## **CONCLUSION**

As an agency of the federal government, CSIS complies with legislative initiatives. Accordingly, it adopts federal employment equity, multiculturalism and official languages programs. Sustained efforts will continue to be expended to create an environment wherein each member is valued and encouraged to achieve her/his fullest aspiration professionally and personally and that measures are in place to encourage a barrier-free, inclusive work environment. Moreover, outreach programs of an operational, recruitment and public liaison nature are all underway with a view to ensuring the Service can continue to be effective in Canada's increasingly diverse society.