



# Employment Equity Annual Report 1998-99



Atomic Energy  
Control Board

Commission de contrôle  
de l'énergie atomique

Canada

**ATOMIC ENERGY CONTROL BOARD**

**EMPLOYMENT EQUITY  
ANNUAL REPORT  
1998 / 1999**

*Employment Equity Annual Report 1998/1999*

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## EXECUTIVE SUMMARY

The Atomic Energy Control Board (AECB) *Employment Equity Annual Report* for 1998/99 is the third such submission completed by the AECB pursuant to its obligations under the *Employment Equity Act* (Act). The objective of this report is to outline the results of the annual workforce analysis, identify areas of underrepresentation in the four designated groups (women, Aboriginal peoples, persons with a disability, and members of a visible minority), summarize the achievement made by the organization over the past year in the area of workforce diversity and employment equity and propose an action plan to address the identified areas of underrepresentation.

The AECB is firmly committed to workforce diversity and this is evidenced by the series of actions completed or initiatives undertaken during fiscal year (FY) 1998/99. The organization made progress in establishing a policy on workforce diversity and has made a commitment to ensure that employment equity issues are considered and incorporated in the development of future policies. Steps were also taken to heighten the level of awareness of diversity issues within the organization both at the staff and managerial levels.

With respect to the representation of the four groups designated under the Act, the following achievements highlight FY 1998/99:

- The representation of women within the AECB workforce increased for the third consecutive year to 36.5%. This increase is partly due to the fact that women accounted for more than half of new hires. More significantly, the AECB made progress in addressing the underrepresentation of women in the Professionals occupational group, including an increase in the number of women holding indeterminate technical positions.
- For the third consecutive year, the overall representation of members of a visible minority within the AECB workforce increased.
- The representation of Aboriginal peoples within the AECB met or exceeded the Canadian availability data in five of the seven occupational groups.
- The Professionals occupational group is becoming more diverse, which bodes well for future improvements in the representation of the four designated groups at the section head, director and director general levels.

Despite these important achievements, the AECB recognizes that there is still room to improve the representation of the four designated groups at the management levels as well as the representation of women in the Professionals occupational group (specifically in the technical fields). Given that senior and middle managers<sup>1</sup> are selected from technical positions in the

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<sup>1</sup> Senior managers refer to directors general and the President; middle managers refer to directors and managers. The Professionals occupational group refers to technical supervisors in the Professionals occupational group along with the employees they supervise. See Section 3 for a more complete definition.

Professionals occupational group, it is imperative that efforts continue to increase the representation of women in order to see an improvement in the future representation in the Professionals, Senior and Middle Managers occupational groups.

The AECB will be addressing these challenges through a series of important steps designed to shed more light on the problem, to design effective strategies and practical corrective measures. These goals will be achieved while further entrenching diversity as a fundamental component of the AECB approach to human resources management.

## Section 1 - INTRODUCTION

This document represents the third *Employment Equity Annual Report* submitted by the AECB pursuant to the *Employment Equity Act* (Act). The purpose of this Act is:

*“To achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and ... to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities and members of a visible minority by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of difference”.*

As a federal agency to which the Act applies, the AECB is obligated to implement employment equity by identifying and eliminating barriers to employment that affect persons in the designated groups, by instituting positive policies and practices and by ensuring reasonable accommodation for persons in the designated groups.

On an annual basis, the specific obligations to be met by the AECB include:

- Conducting a workforce analysis to ascertain representation of individuals in the four designated groups.
- Completing an employment equity and diversity action plan that contains positive policies and practices to address areas of underrepresentation and to remove employment barriers.
- Developing and implementing policies and programs to correct underrepresentation and provide for reasonable accommodation of differences in the workplace.

This report outlines the actions taken by the AECB in FY 1998/99 to implement an effective employment equity and diversity program. The specific content of this report includes an overview of actions taken by the AECB during FY 1998/99 to further the organization's diversity goals (Section 2), a summary of the results of the workforce analysis for FY 1998/99 and a comparison with the results from previous years. Also attached as Annex II is the AECB *Employment Equity Progress and Action Plan* for 1999/00.

## **Section 2 – DIVERSITY AND EMPLOYMENT EQUITY ACHIEVEMENTS**

The AECB was very active during FY 1998/99 achieving the organization's diversity goals and meeting its obligations under the *Employment Equity Act* (Act). While FY 1998/99 was only the third year in which the AECB was required to comply with the Act, the organization has already made firm commitments to the principles of diversity.

Obligations under the Act that were successfully completed during the reporting period included:

- Developing an *Employment Equity Progress and Action Plan* for 1999/00;
- Administering the AECB Employee Self-Identification Survey with a response rate of 100%;
- Conducting a workforce analysis to determine and assess representation in the four designated groups;
- Developing corrective measures to address areas of underrepresentation; and,
- Producing an *Employment Equity Annual Report* for Parliament and audiences internal and external to the AECB.

In addition to fulfilling these specific obligations under the Act, the AECB took action during the year to build on the broad principles of workforce diversity. The AECB believes that there are many benefits to be derived from building and maintaining a demographically and culturally diverse workforce.

Successfully implemented diversity and employment equity initiatives over FY 1998/99 included:

- Integrating diversity and employment equity into existing human resources practices and policies;
- Monitoring the representation of women, Aboriginal peoples, persons with a disability, and members of a visible minority within the AECB workforce and developing corrective measures where this representation is not consistent with the Canadian availability data;
- Developing a new job evaluation plan with the requirement that gender representation be achieved;
- Completing the first phase of an Employment Systems Review which involved conducting a comprehensive Workplace Diversity Survey that provides a reliable measure of diversity issues within the workplace; and,
- Developing management competencies incorporating behavioural indicators that encourage diversity and equity in human resources management practices.

During FY 1998/99, the AECB also took steps to increase the level of awareness in diversity and employment equity issues. Human resources managers and staff participated in a diversity workshop to increase their awareness and develop strategies to integrate diversity and employment equity issues into existing human resources practices and policies. Directors also attended an executive leadership course with a strong employment equity orientation.



Despite these achievements, the AECB recognizes that there is still room for the organization to foster a more diverse workforce. Section 4 outlines some of the additional measures planned for FY 1999/00.

## Section 3 - WORKFORCE ANALYSIS

This section provides details on the FY 1998/99 employment equity workforce analysis. The purpose of this analysis is to identify those occupational groups where the designated groups are underrepresented within the AECB in comparison to the Canadian availability data. The content of this section includes:

- A discussion of the data and methodology used to complete the analysis;
- The workforce analysis for FY 1998/99, including the key findings for each of the four designated groups; and,
- A comparison of FY 1998/99 results with previous years' results.

### DATA AND METHODOLOGY

In general terms, the workforce analysis involves a comparison of the representation of the four designated groups within the AECB workforce with the representation of these groups in the Canadian labour market. Paragraph 6(1)(b) of the *Employment Equity Regulations* requires that:

*“The employer determine the degree of underrepresentation in the designated groups by comparing the representation of each designated group in each occupational group of the employer’s workforce to their representation in each occupational group in whichever of the following is the most appropriate as a basis of comparison, namely,*

- (i) the Canadian workforce as a whole, or*
- (ii) those segments of the Canadian workforce that are identifiable by qualification, eligibility, or geography, and from which the employer may reasonably be expected to draw employees.”*

### Occupational Groups

Pursuant to the legislation, the AECB used the following occupational groups in its workforce analysis:

- Senior Managers
- Middle and Other Managers
- Professionals
- Semi-Professionals
- Supervisors (Administrative)
- Administrative and Senior Clerical
- Clerical

Annex I outlines in more detail the definition of each of these occupational groups using National Occupational Classification (NOC) codes. When reviewing the summary tables of the workforce analysis, however, it is important to remember the following:

- Senior Managers in the NOC codes are considered to be senior executive staff within the AECB and therefore includes directors general and the President only.
- Middle and Other Managers in the NOC codes are considered to be the next level of management within the AECB and include directors and managers only.
- The NOC requires supervisors of professional and technical groups to be assigned to the same NOC code as the employees they supervise. Conversely, supervisors in clerical and administrative positions, however, must be assigned to the Supervisors (Administrative) occupational group separate from the employees they supervise. Therefore, technical supervisors are counted in the Professionals occupational group along with the employees they supervise but supervisors in clerical and administrative positions are counted separately in the Supervisors (Administrative) occupational group.
- Apprentices, trainees and students have been assigned to the same groups as the occupations for which they are training. This convention is not intended to imply equivalence or interchangeability of trainees with fully qualified employees.

### **AECB Data**

The number of AECB employees falling into one of the four designated groups was obtained through the AECB Employee Self-Identification Survey. Building on the data from the previous year, all new employees are encouraged to complete the survey as part of the take-on-strength orientation. For FY 1998/99, a response rate of 100% was achieved. In keeping with the requirements of the Act, each position within the AECB was assigned a NOC code, therefore allowing figures to be derived for each of the occupational groups.

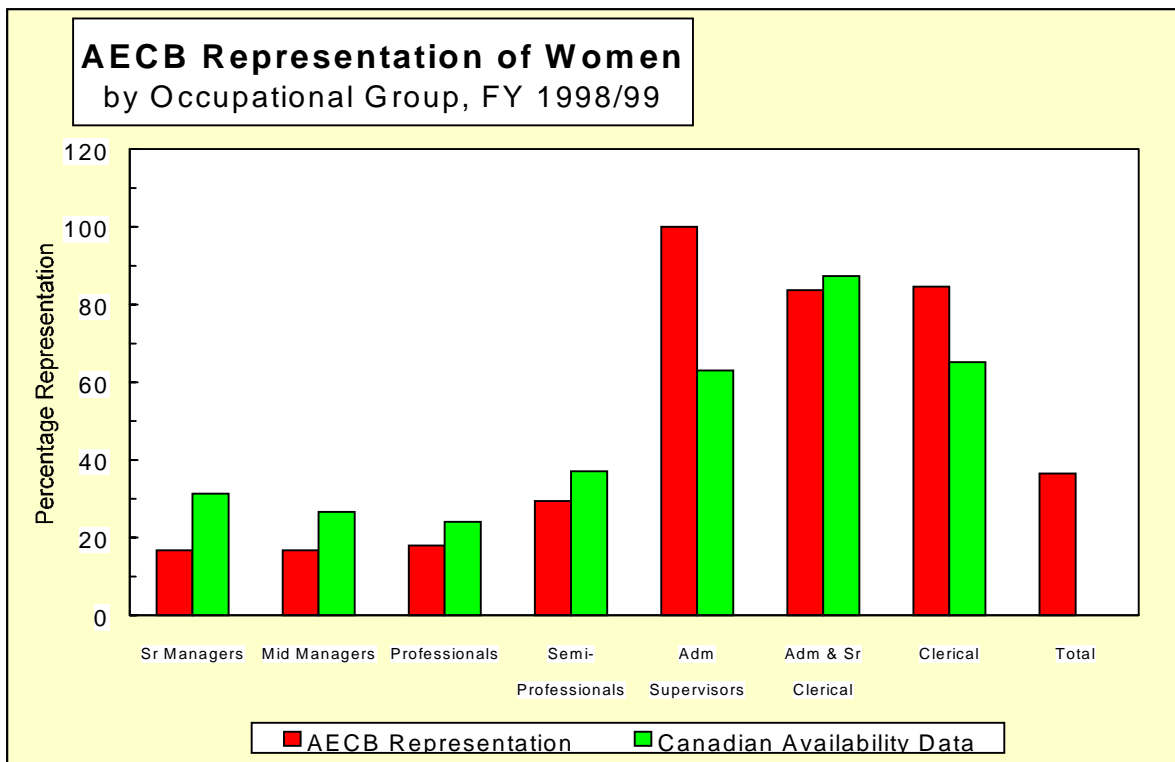
### **Canadian Data**

Data on the representation of the four designated groups in the Canadian labour market, was provided by Human Resources Development Canada (HRDC). The 1996 Census of Canada is the source of information on women, Aboriginal peoples and members of a visible minority. The 1991 Health and Activity Limitation Survey (HALS) is the source of information for persons with a disability. To calculate the Canadian workforce representation of the designated groups for each of the seven occupational groups as used by the AECB, the availability data for Administrative and Senior Clerical, Senior and Middle Managers positions was drawn from the National Capital Region data and figures were drawn from the national data for technical positions.

## KEY FINDINGS - WOMEN

The representation of women within the AECB workforce increased for the third consecutive year to 36.5%. Women continue to be strongly represented in the three administrative occupational groups, while representation in the Middle Managers and Professionals occupational groups continued to increase in FY 1998/99. A further breakdown of the distribution of women across occupational groups within the AECB and the Canadian workforce can be found in the table and chart below.

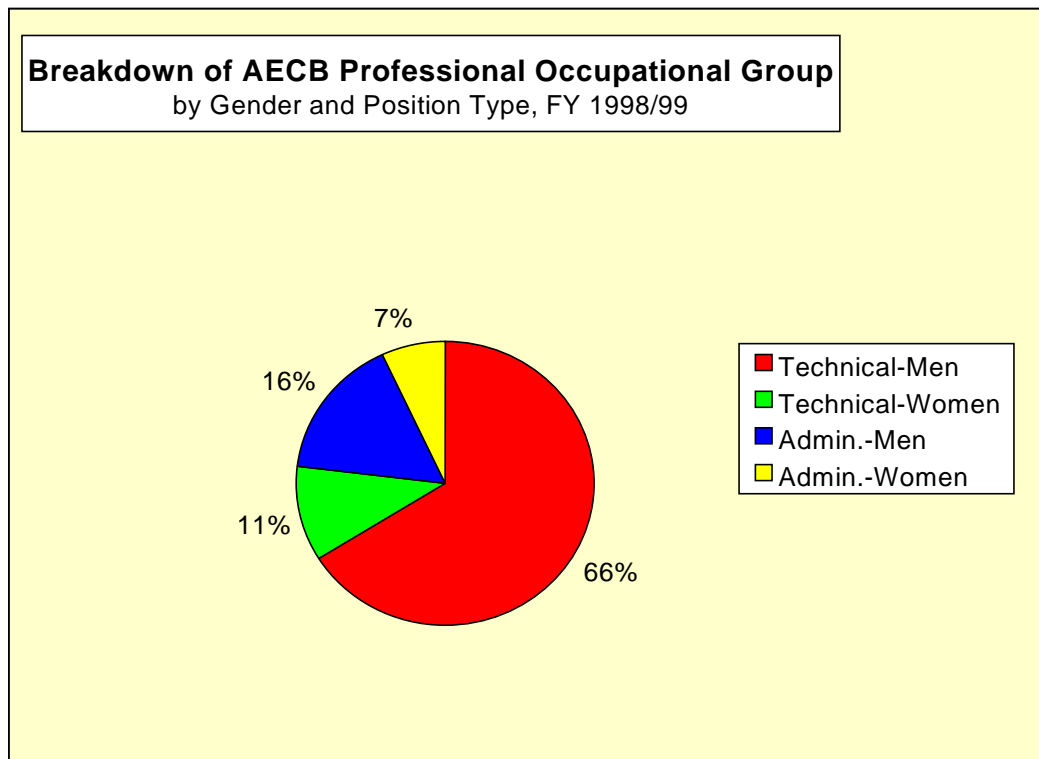
<b>W O M E N</b>				
<b>F Y 1 9 9 8 / 9 9</b>				
<b>O c c u p a t i o n a l G r o u p</b>	<b>T o t a l</b>	<b>A E C B</b>		<b>C a n a d i a n</b>
	<b>E m p l o y e e s</b>	<b>R e p r e s e n t a t i o n</b>	<b>A v a i l a b i l i t y</b>	
	<b>N o .</b>	<b>N o .</b>	<b>%</b>	<b>%</b>
Senior Managers	6	1	16.7	31.3
Middle Managers	24	4	16.7	26.6
Professionals	267	48	18.0	24.1
Semi-Professionals	51	15	29.4	37.1
Supervisors (Administrative)	7	7	100.0	63.0
Administrative & Senior Clerical	49	41	83.7	87.3
Clerical	65	55	84.6	65.2
<b>Total</b>	<b>469</b>	<b>171</b>	<b>36.5</b>	



During FY 1998/99, with respect to the representation of women within the AECB, the organization accomplished the following:

- The number of women occupying positions in the Middle Managers occupational group doubled;
- The number of women occupying technical positions in the Professionals occupational group increased from 9% to 11%;
- Women accounted for almost a third of the promotions;
- Women accounted for more than half of the new hires (up 14.4% from last fiscal year) for the second consecutive year; and
- For the first time since the AECB started reporting on employment equity, the number of women occupying technical first-line manager positions has increased.

While women continue to be underrepresented in the Senior and Middle Managers occupational groups as well as in the Professionals occupational group, the degree of underrepresentation has been reduced over previous years. The chart below provides a breakdown of men and women holding both technical and administrative positions within the Professionals occupational group. This chart illustrates that although there has been an increase in the number of women in technical positions, the fact remains that there are only a relatively small number of women currently occupying technical professional positions within the AECB. As a result, the organization will have to endeavour to increase the number of women occupying technical positions within the Professionals occupational group if it is to see significant and sustained improvement in its representation of women in middle and senior management positions.

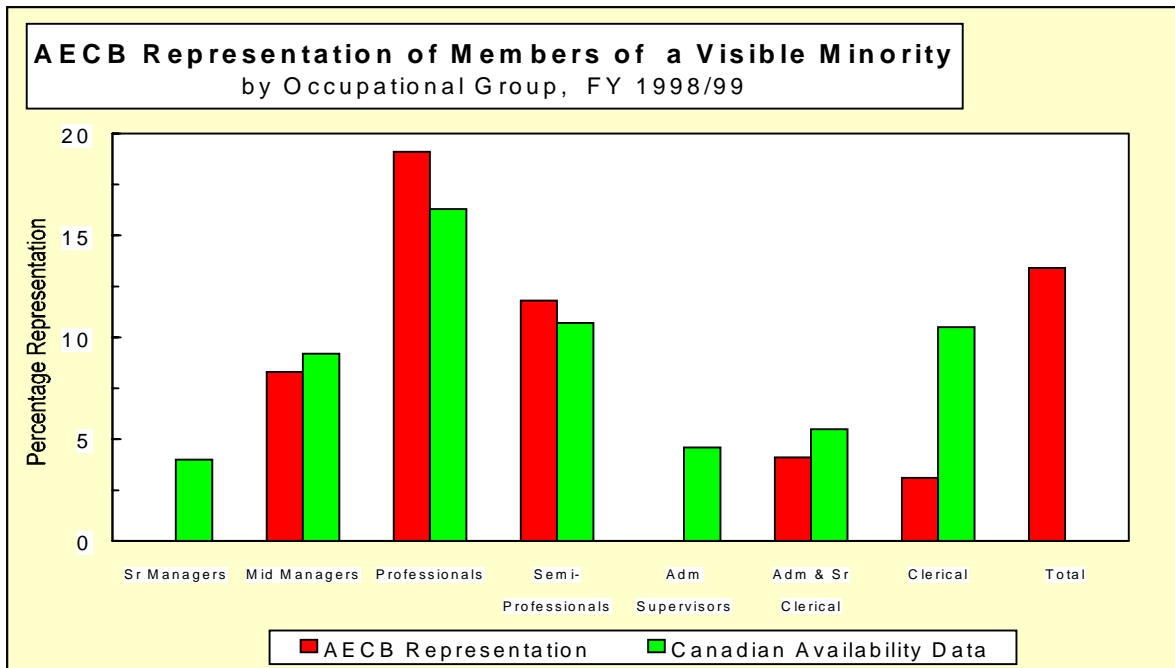


## KEY FINDINGS - MEMBERS OF A VISIBLE MINORITY

For the third consecutive year, the overall representation of members of a visible minority within the AECB workforce increased. In FY 1998/99, members of a visible minority accounted for 13.4% within the AECB workforce, which is up from 12.2% in FY 1997/98 and 10.8% in FY 1996/97. The table and chart which follow indicate the distribution of persons who are members of a visible minority across occupational groups within the AECB and the Canadian workforce.

This designated group is well represented within the AECB in the Professionals and Semi-Professionals occupational groups. Despite the increase in the overall representation of members of a visible minority, a small degree of underrepresentation continues to exist in the other occupational groups. Therefore, it would require only a small increase in the number of persons from this designated group employed at the AECB for the organization to meet or exceed the Canadian availability data.

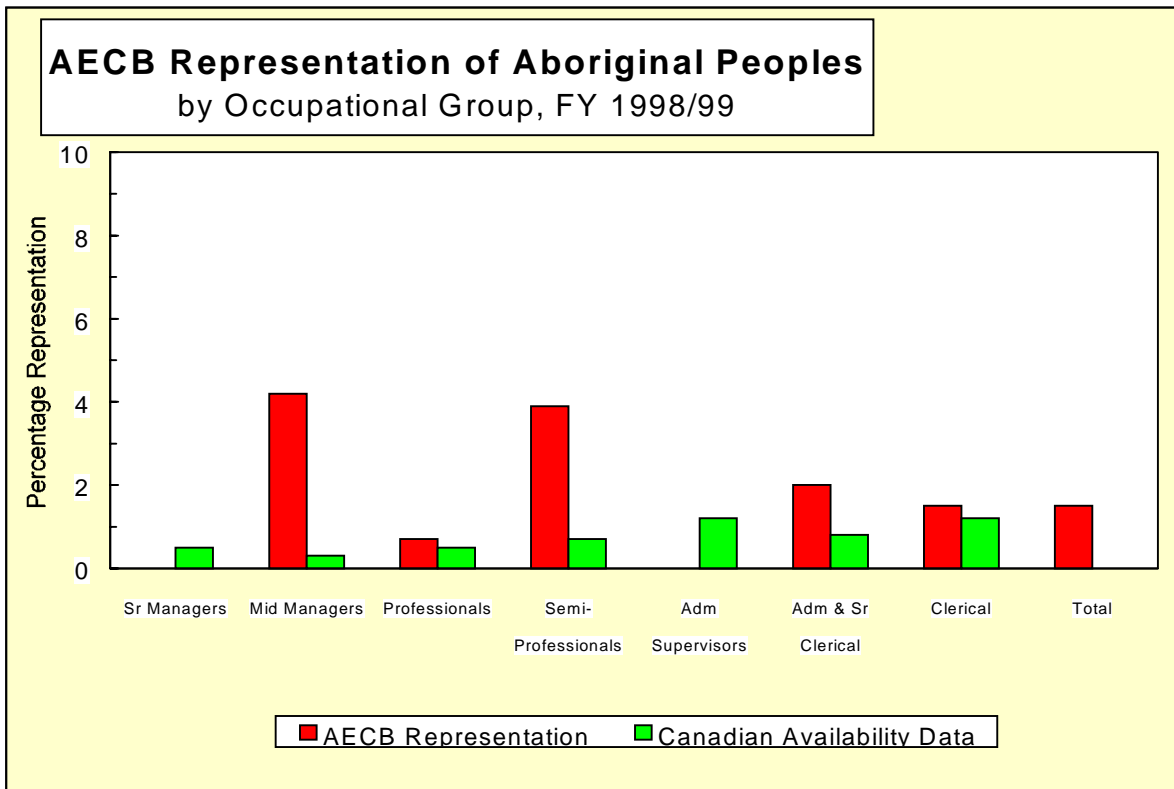
<b>MEMBERS OF A VISIBLE MINORITY FY 1998/99</b>				
<b>Occupational Group</b>	<b>Total</b>	<b>AECB</b>		<b>Canadian</b>
	<b>Employees</b>	<b>Representation</b>		<b>Availability</b>
	<b>No.</b>	<b>No.</b>	<b>%</b>	<b>%</b>
Senior Managers	6	0	0.0	4.0
Middle Managers	24	2	8.3	9.2
Professionals	267	51	19.1	16.3
Semi-Professionals	51	6	11.8	10.7
Supervisors (Administrative)	7	0	0.0	4.6
Administrative & Senior Clerical	49	2	4.1	5.5
Clerical	65	2	3.1	10.5
<b>Total</b>	<b>469</b>	<b>63</b>	<b>13.4</b>	



## KEY FINDINGS – ABORIGINAL PEOPLES

In FY 1998/99, the representation of Aboriginal peoples within the AECB met or exceeded the Canadian availability data in five of the seven occupational groups. Underrepresentation exists only in the Senior Managers and Supervisors (Administrative) occupational groups. Recognizing that the number of employees within the AECB and in the Canadian availability data are both quite small, it would require only a small incremental change to have a large impact on the degree of representation at the AECB. The table and chart below show the distribution of Aboriginal peoples across occupational groups within the AECB and the Canadian workforce.

A B O R I G I N A L P E O P L E S				
F Y 1 9 9 8 / 9 9				
O c c u p a t i o n a l G r o u p	Total	A E C B		Canadian
	Em p l o y e e s	Re p r e s e n t a t i o n		A v a i l a b i l i t y
	N o .	N o .	%	%
Senior Managers	6	0	0.0	0.5
Middle Managers	24	1	4.2	0.3
Professionals	267	2	0.7	0.5
Semi-Professionals	51	2	3.9	0.7
Supervisors (Administrative)	7	0	0.0	1.2
Administrative & Senior Clerical	49	1	2.0	0.8
Clerical	65	1	1.5	1.2
<b>Total</b>	<b>469</b>	<b>7</b>	<b>1.5</b>	

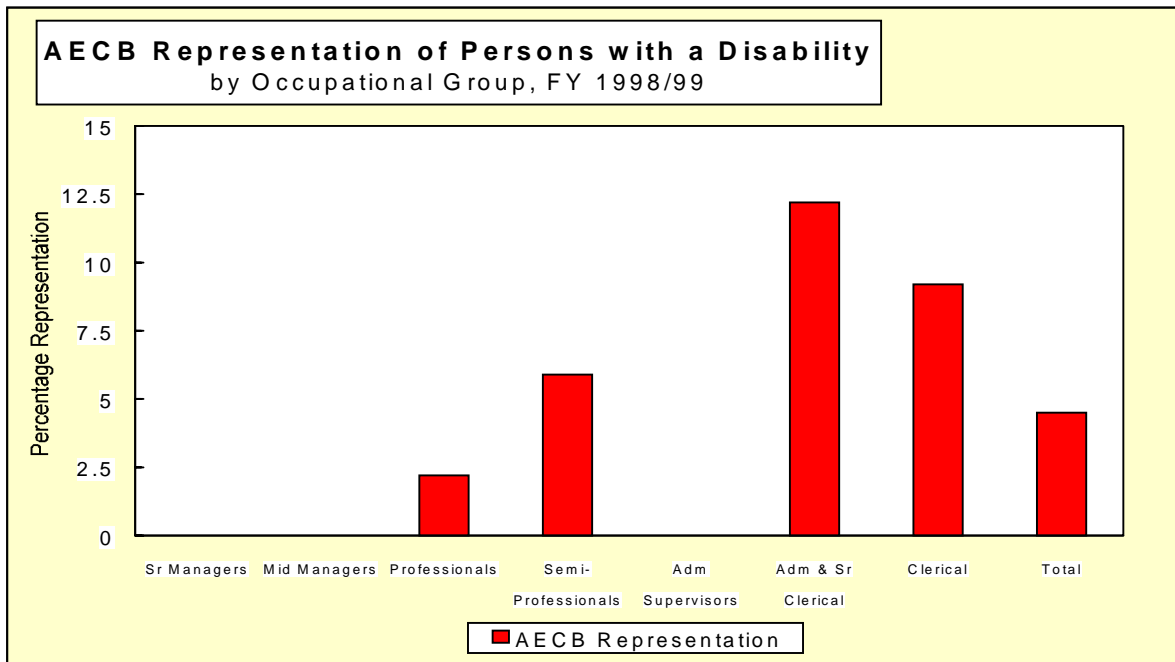


## KEY FINDINGS - PERSONS WITH A DISABILITY

The total number of persons with a disability employed within the AECB changed only marginally in FY 1998/99. The exact representation of this group across occupational groups within the AECB is provided in the table below. The representation varies across occupational groups with a strong representation in the Semi-Professionals, Administrative and Clerical occupational groups, limited representation in the Professionals occupational group, and no representation in the managerial ranks.

It is important to note that the Health and Activity Limitation Survey data does not allow for an accurate comparison at the occupational group level of the AECB figures with the Canadian availability data. Therefore, it is not possible to accurately identify areas of underrepresentation.

PERSONS WITH A DISABILITY FY 1998/99			
Occupational Group	Total	AECB	
	Employees	Representation	
	No.	No.	%
Senior Managers	6	0	0.0
Middle Managers	24	0	0.0
Professionals	267	6	2.2
Semi-Professionals	51	3	5.9
Supervisors (Administrative)	7	0	0.0
Administrative & Senior Clerical	49	6	12.2
Clerical	65	6	9.2
<b>Total</b>	<b>469</b>	<b>21</b>	<b>4.5</b>



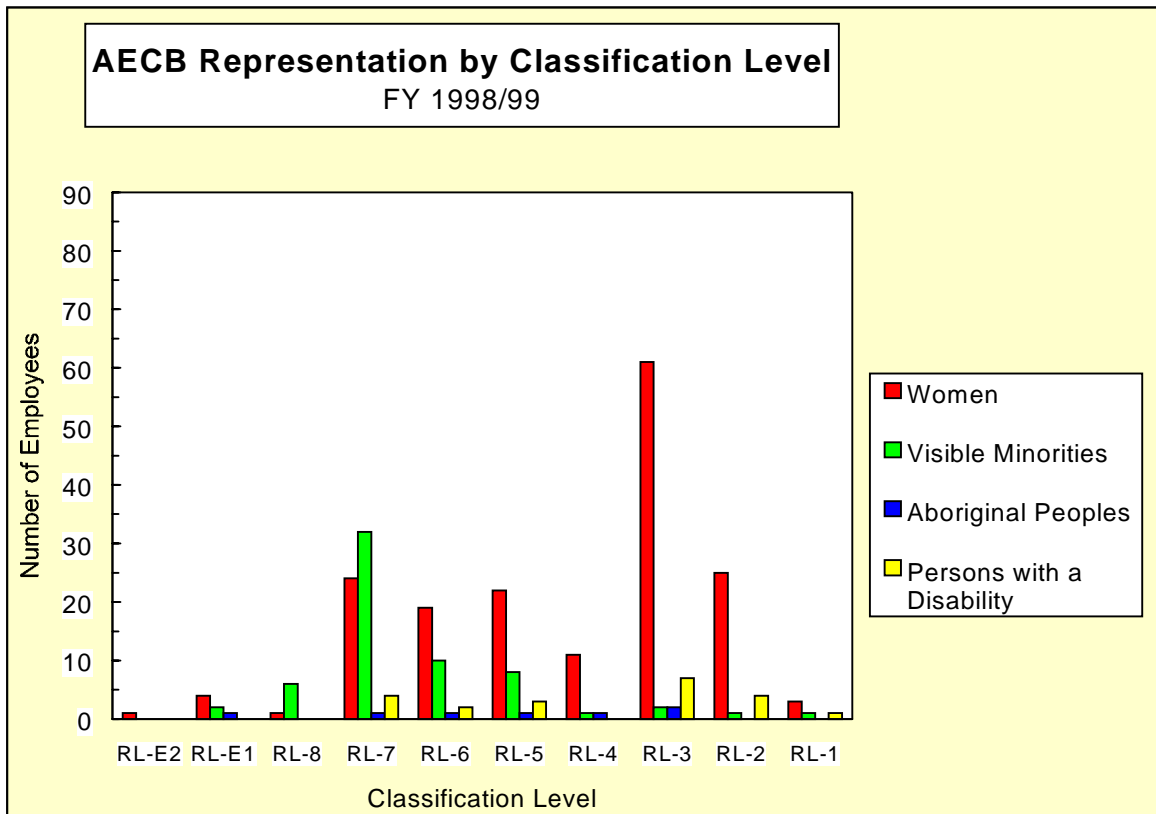


## KEY FINDINGS - RL CLASSIFICATION

The following table and chart indicate the distribution of the four designated groups by classification level.

A E C B R E P R E S E N T A T I O N B Y C L A S S I F I C A T I O N L E V E L F Y 1 9 9 8 / 9 9				
	N o . W o m e n	N o . P e r s o n s w i t h a D i s a b i l i t y	N o . A b o r i g i n a l P e o p l e s	N o . V i s i b l e M i n o r i t i e s
R L - E 2	1	0	0	0
R L - E 1	4	0	1	2
R L - 8	1	0	0	6
R L - 7	24	4	1	32
R L - 6	19	2	1	10
R L - 5	22	3	1	8
R L - 4	11	0	1	1
R L - 3	61	7	2	2
R L - 2	25	4	0	1
R L - 1	3	1	0	1
<b>T o t a l</b>	<b>171</b>	<b>21</b>	<b>7</b>	<b>63</b>

## KEY FINDINGS - GEOGRAPHICAL LOCATION

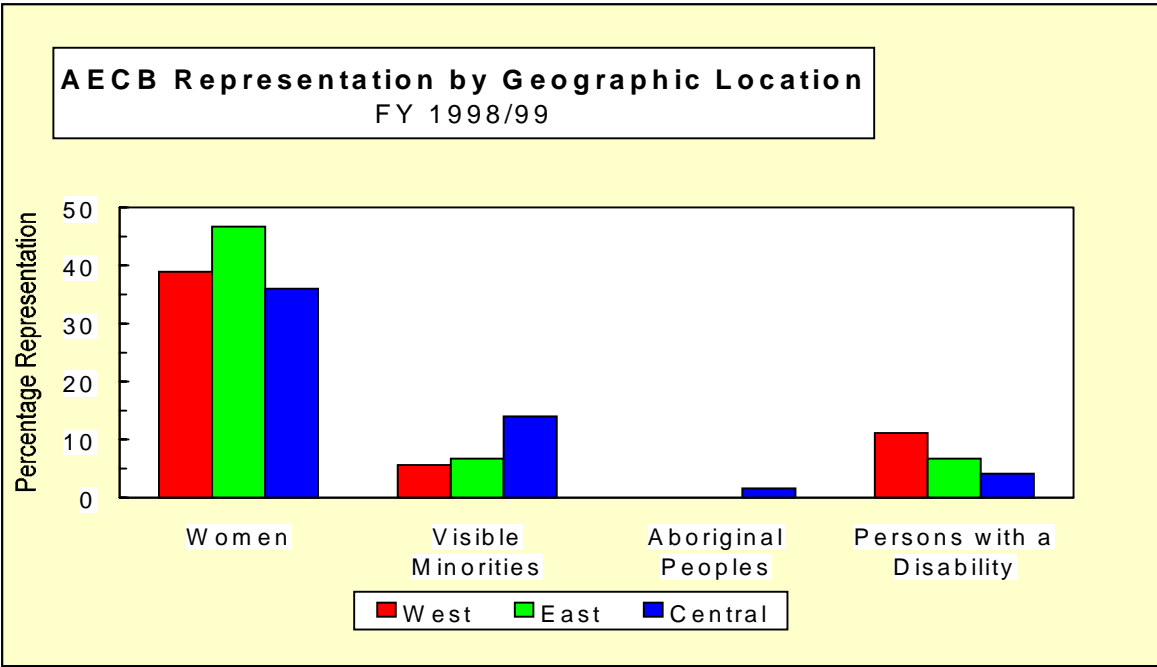


The table and chart below indicate the distribution of AECB employees in the four designated groups by geographic location.

Because of the small number of employees at any one regional office or project site, the data was broken down into three regions: East, West and Central. For the purposes of this report, East includes employees who work in New Brunswick and Quebec, Central includes employees who work in the National Capital Region and other locations in Ontario, and West includes employees who work in Alberta and Saskatchewan.

The most notable change from last year is that the representation of women in the Eastern region increased from 36% to 46.7%. The Central region, which includes the National Capital Region, continues to account for the largest concentration of persons who are members of a visible minority. This region also accounts for 100% of the representation of Aboriginal peoples within the organization.

AECB REPRESENTATION BY GEOGRAPHIC LOCATION FY 1998/99									
	AECB		Persons with a Disability		Aboriginal Peoples		Visible Minorities		
	Total No.	Women No.	%	No.	%	No.	%	No.	%
East	15	7	46.7	1	6.7	0	0.0	1	6.7
Central	436	157	36.0	18	4.1	7	1.6	61	14.0
West	18	7	38.9	2	11.1	0	0.0	1	5.6



## KEY FINDINGS - PROMOTIONS, DEPARTURES AND HIRES

The table below provides figures on the number of persons in the four designated groups who were hired, promoted, or departed from the AECB during the reporting period. The following definitions were used in the analysis:

<sup>(1)</sup>Hires: All employees hired by the AECB between April 1, 1998 and March 31, 1999 with the exception of employees hired for a term of less than three months, Board members, and employees on secondment.

<sup>(2)</sup>Promotions: All employees promoted to a new level of responsibility (i.e. RL) between April 1, 1998 and March 31, 1999 in either an acting or permanent capacity.

<sup>(3)</sup>Departures: All employees who left the AECB between April 1, 1998 and March 31, 1999. This includes all ends of terms, retirements, layoffs, etc.

CHANGES TO EMPLOYMENT STATUS FOR EACH DESIGNATED GROUP FY 1998/99										
	A E C B		W o m e n		P e r s o n s w i t h a D i s a b i l i t y		A b o r i g i n a l P e o p l e s		V i s i b l e M i n o r i t i e s	
	T o t a l	N o .	N o .	%	N o .	%	N o .	%	N o .	%
H i r e s <sup>(1)</sup>	56	31	55.4	0	0.0	1	1.8	8	14.3	
P r o m o t i o n s <sup>(2)</sup>	22	7	31.8	1	4.5	1	4.5	2	9.1	
D e p a r t u r e s <sup>(3)</sup>	41	14	34.1	1	2.4	0	0	3	7.3	

These figures indicate that persons in the four designated groups accounted for approximately two-thirds of the employees hired or promoted during FY 1998/99. Women, specifically, accounted for over half of the new hires and almost a third of the promotions. This is up from FY 1997/98, where women accounted for 41% of the new hires. Total departures from the AECB during this reporting period also decreased. Further analysis of the data reveals that:

- 26% of the women hired filled technical positions;
- Five women were promoted on an acting basis;
- Two women received indeterminate promotions to higher level technical positions;
- The number of Aboriginal peoples, women, and members of a visible minority employed in technical positions increased; and,
- 50% of the women who departed from the AECB left non-technical positions for reasons related to retirement or the end of their term of employment.

## **KEY FINDINGS – PROFESSIONALS OCCUPATIONAL GROUP**

Of the seven occupational groups used in the workforce analysis, the Professionals occupational group is the most important to the AECB for several reasons. It is the single largest occupational group accounting for almost 60% of the positions within the AECB including first-line manager positions. As a result, this group represents an important feeder group for AECB senior and middle management positions. This occupational group also represents, for the third consecutive year, the most significant area of underrepresentation within the AECB.

In FY 1998/99, the AECB was successful in increasing the representation of the designated groups in the Professionals occupational group. A more detailed assessment indicates the following:

- While women continue to be underrepresented, the degree of underrepresentation is lower than previous years.
- Although there has been an increase in the number of women in technical positions, the fact remains that there is still only a relatively small number of women currently occupying technical positions within the AECB.
- The prospect of future middle and senior managers being recruited from members of a visible minority are good given that 45 of the 51 persons from this designated group employed in the Professionals occupational group occupy technical positions. Furthermore, the number of persons from this designated group who were employed on an indeterminate basis in technical positions increased.
- The representation of Aboriginal peoples increased, including their representation in technical positions. As a result, the AECB exceeds the Canadian availability data in this occupational group.

Overall, these figures suggest that the Professionals occupational group is becoming more diverse, which bodes well for future improvements in the representation of the designated groups in the section head, director, and director general levels. Specific emphasis during FY 1999/00 will be placed on increasing the representation of women in the Professionals occupational group since there is already relatively good representation of Aboriginal peoples and members of a visible minority in this specific occupational group within the AECB.

## **Section 4 - LOOKING AHEAD TO FY 1999/00**

Over the past three years, the AECB has taken a number of steps to further its diversity and employment equity objectives. The organization will continue to be committed to workforce diversity in FY 1999/00.

The AECB *Employment Equity Progress and Action Plan* for 1999/00 is included as Annex II. This Plan sets out actions that the organization will undertake in FY 1999/00 to address areas of underrepresentation in the four designated groups and to further entrench diversity as a fundamental component of the AECB human resources management. Some of the key measures planned for next fiscal year include:

- Developing a succession plan that incorporates recruitment and retention strategies for female professionals;
- Conducting an Employment Systems Review;
- Launching a management development program for section heads that includes concepts relating to managing a diverse workforce;
- Finalizing a strategy for diversity management through the integration of the findings from the AECB Workforce Diversity Survey, this latest workforce analysis, and the Employment Systems Review;
- Finalizing the workplace diversity policy; and,
- Continuing recruitment and retention efforts to strengthen and secure the AECB representation with respect to Aboriginal peoples and members of a visible minority.

The results of the workforce analysis in Section 3 of this report suggest that AECB's most prominent areas of underrepresentation continue to be at the management levels (all four designated groups), as well as women in the Professionals occupational group. While the degree of underrepresentation has been reduced, the AECB will have to persevere in focussing on these specific areas of underrepresentation for the organization to become truly representative of the Canadian workforce. The AECB is firmly committed to the challenge of fostering a working environment supportive of a demographically and culturally diverse workforce.

**Annex I - AECB APPLICATION OF THE  
NATIONAL OCCUPATIONAL CLASSIFICATION SYSTEM**

<b>Item</b>	<b>Occupational Groups</b>	<b>Occupational Unit Groups</b>	<b>NOC Codes</b>	<b>AECB Notes</b>
1	Senior Managers	Senior Government Managers and Officials	0012	Includes all directors general and the President
2	Middle and Other Managers	Financial Managers Human Resources Managers Other Administrative Services Managers Engineering Managers Architecture and Science Managers Information Systems and Data Processing Managers Government Managers in Economic Analysis, Policy Development and Programs Administration Government Managers in Education Policy Development and Program Administration Other Managers in Public Administration	0111 0112 0114 0211 0212 0213  0412  0413  0414	Includes all directors and managers
3	Professionals	Financial Auditors and Accountants Specialists in Human Resources Professional Occupations in Business Services to Management Physics and Astronomers Geologists, Geochemists and Geophysicists Biologists and Related Scientists Civil Engineers Mechanical Engineers Electrical and Electronics Engineers Chemical Engineers Industrial and Manufacturing Engineers Metallurgical and Materials Engineers Mining Engineers Geological Engineers Other Professional Engineers, n.e.c. Computer Systems Analysts Computer Programmers Lawyers and Quebec Notaries College and Other Vocational Instructors Natural and Applied Science Policy Researchers, Consultants and Program Officers Program Officers Unique to Government Librarians Writers Professional Occupations in Public Relations and Communications	1111 1121 1122  2111 2113  2121 2131 2132 2133 2134 2141 2142 2143 2144 2148 2162 2163 4112 4131 4161  4168 5111 5121 5124	Includes all professionals and their supervisors

Item	Occupational Groups	Occupational Unit Groups	NOC Codes	AECB Notes
4	Semi-Professionals and Technicians	Applied Chemical Technologists and Technicians Biological Technologists and Technicians Electronic Service Technicians (Household and Business Equipment) Inspectors in Public and Environmental Health and Occupational Health and Safety Graphic Designers and Illustrating Artists	2211 2221 2242 2263 5241	
5	Supervisors	Supervisors, General Office and Administrative Support Clerks Supervisors, Finance and Insurance Clerks Supervisors, Mail and Message Distribution Occupations	1211 1212 1214	Includes supervisors of administrative work units only
6	Supervisors: Crafts and Trades	Not applicable		
7	Administrative and Senior Clerical Personnel	Administrative Officers Executive Assistants Personnel and Recruitment Officers Purchasing Agents and Officers Bookkeepers Secretaries (except Legal and Medical) Legal Secretaries	1221 1222 1223 1225 1231 1241 1242	
8	Skilled Sales & Service Personnel	Not applicable		
9	Skilled Crafts & Trades Workers	Not applicable		
10	Clerical Personnel	General Office Clerks Records and File Clerks Receptionists and Switchboard Operators Computer Operators Accounting and Related Clerks Payroll Clerks Administrative Clerks Personnel Clerks Library Clerks Correspondence, Publication and Related Clerks Mail, Postal and Related Clerks Production Clerks Purchasing and Inventory Clerks	1411 1413 1414 1421 1431 1432 1441 1442 1451 1452 1461 1473 1474	

**Atomic Energy Control Board**

**Employment Equity  
Progress and Action Plan  
1999/2000**

Date: April 1, 1999

Prepared by: *Human Resources Division*



## **Purpose:**

The purpose of this *Employment Equity Progress and Action Plan* is to document the progress made on goals from last year's Plan and to identify strategies needed for FY 1999/00 to address underrepresentation issues.

## **Authorization:**

The *Employment Equity Act* and *Regulations* came into force in October 1996. Executive Committee has mandated the Human Resources Division to develop an Employment Equity Program that will ensure compliance with AECB obligations under the *Employment Equity Act* as well as sensitize AECB management and staff to the benefits of a diverse workforce.

## **Objectives:**

As part of our obligations under the *Employment Equity Act* and *Regulations*, the AECB must develop a short- and long-term action plan that addresses our issues of underrepresentation. In particular, the action plan must address the following items, as outlined in the Act:

- ◆ Specify positive policies and practices instituted in the short term for hiring, training, promoting and retaining persons in the four designated groups.
- ◆ Specify short-term measures for the elimination of any employment barriers discovered as a result of the Employment Systems Review.
- ◆ Establish a timetable for implementation.
- ◆ Establish short-term numerical goals for the hiring and promotion of persons in the designated groups where underrepresentation has been found.
- ◆ Establish long-term goals for increasing representation of persons in the designated groups.
- ◆ Document progress in the achievement of these objectives.

## Progress Achieved in FY 1998/99:

In FY 1998/99, the AECB undertook an ambitious series of actions in support of the AECB diversity and employment equity objectives.

Our strategies concentrated on:

- improving the representation of women in the Professionals occupational group;
- improving the representation of persons with a disability and Aboriginal peoples in general.

The following table lists the action items identified for FY 1998/99 in last year's *Employment Equity Progress and Action Plan*. Many of the action items are designed to help develop a strong management cadre who can lead and manage its human resources with respect, trust, dignity and professionalism. The second column discusses the progress achieved on each item.

FY 1998/99 Action Items	Progress Achieved in FY 1998/99
Prepare a progress report on the <i>Human Resources Reforms Initiative</i> and other <i>Project 96</i> issues. Staff do not recognize the progress that has been made nor do they necessarily link initiatives to these original reports.	Much progress has been made with respect to the <i>Human Resources Reforms Initiative</i> and numerous communiqués have been prepared for staff drawing these links back to <i>Project 96</i> .
In the development of all future policies, ensure that employment equity issues are considered and incorporated. In FY 1998/99, the following human resources policies will be reviewed, revised and/or rewritten: employment equity, job evaluation, staffing, training, education leave.	During FY 1998/99, new learning and compensation policies were developed and completed. Development started on the workplace diversity policy, the job evaluation policy and a new resourcing policy. Employment equity issues will continue to feature prominently in all future policy development.
Ensure that formal and informal reward and recognition programs and policies reflect corporate values and diversity issues.	The current implementation of the UCP Restructuring project is the first step in the introduction of new programs that are designed to complement and support the AECB compensation philosophy. Further progress on the formal recognition programs is planned for the upcoming year.
Develop management competencies which clearly identify technical and non-technical competencies and incorporate behavioural indicators which encourage diversity and equity in human resources management.	Done.
Develop a management training strategy for supervisors, directors and directors general based on competencies developed.	Done.
Develop a succession plan for key management and technical positions.	In progress. Completion date: March 31, 2000.

FY 1998/99 Action Items	Progress Achieved in FY 1998/99
Ensure managers are made aware of diversity issues either through training, orientation or coaching. Information sessions and written communiqués are essential to an effective communications effort.	Several information sessions were conducted during this fiscal year. All training courses had a diversity element imbedded in the curriculum and the methodology used. Next fiscal year, formal training in diversity issues will follow a presentation of culture survey and Employment Systems Review results.
Review the AECB statement of values to determine if there is a clear position on diversity issues.	The AECB statement of values is currently under review by senior management.
Draft the AECB policy and principles that support diversity and employment equity. This policy must address the issue of accommodation for employees with special needs.	Diversity policy in draft, completion pending Employment Systems Review results. In the interim, the AECB has adopted the CHRC guidelines for job accommodation purposes.
Develop an orientation program that introduces new employees or newly promoted employees to formal and informal systems within the AECB.	Under development. To be completed summer 2000.
Complete review and validation of NOC codes in consultation with the AECB Job Evaluation Unit and HRDC representatives.	Done.
All Human Resources Division staff must attend a diversity and employment equity awareness training.	Done: September 1998.
Each Human Resources Division supervisor must tap into other federal government departmental initiatives in order to ensure that we maximize our efforts and minimize duplication.	On-going.
<p>The Policy and Program Development Section, which has overall reporting responsibility to central agencies and AECB employment equity program responsibilities, will:</p> <ul style="list-style-type: none"> <li>• act as a facilitator for cross-sectional initiatives within the Human Resources Division;</li> <li>• follow up on initiatives;</li> <li>• work with other Human Resources Division supervisors to develop short- and long-term program goals;</li> <li>• start a communication plan which will get timely and up to date information into the hands of others who can benefit; and,</li> <li>• continue participation on the Inter-Departmental Employment Equity Committee.</li> </ul>	<p>On-going.</p> <p>On-going.</p> <p>On-going.</p> <p>On-going.</p> <p>On-going.</p>

FY 1998/99 Action Items	Progress Achieved in FY 1998/99
<p>Training initiatives for AECB managers should imbed diversity issues into the curriculum. A continuous and consistent diversity message is more likely to have a lasting impact than a course unique to diversity. It is our belief that effective management training is people-centred therefore issues of diversity can be easily incorporated. Diversity training for some AECB managers should be considered.</p>	<p>Done. All AECB directors have attended the CCMD Executive Leadership course in FY 1998/99, which has a strong employment equity orientation.</p>
<p>Complete a formal Employment Systems Review which will address the preliminary findings of the workforce analysis, help understand the reasons behind the underrepresentation and meet our legal obligations under the <i>Employment Equity Act and Regulations</i>.</p>	<p>Employment Systems Review started in January 1999. Contract not completed to AECB satisfaction. New Employment Systems Review to be conducted in October 1999.</p>
<p>Following the Employment Systems Review, develop program goals with Human Resources Division supervisors and establish short-term numerical goals.</p>	<p>On hold pending completion of Employment Systems Review in January 2000.</p>

## AECB Areas of Underrepresentation in FY 1997/98

The AECB *Employment Equity Annual Report* for 1997/98 identified the following areas of underrepresentation. The tables below summarize these findings. The final column of each table indicates the number of employees that would have to be hired by the AECB for it to become truly representative of the Canadian workforce.

WOMEN FY 1997/98	AECB REPRESENTATION		CANADIAN AVAILABILITY	VARIANCE
	No.	%	%	No.
Senior Managers	1	16.7	28.9	<1
Middle Managers	2	9.5	33.9	5
Professionals	40	15.0	25.7	28
Semi-Professionals	17	30.4	20.0	-
Supervisors (Administrative)	9	90.0	61.3	-
Administrative & Senior Clerical	43	91.5	88.1	-
Clerical	48	81.4	74.9	-

VISIBLE MINORITY FY 1997/98	AECB REPRESENTATION		CANADIAN AVAILABILITY	VARIANCE
	No.	%	%	No.
Senior Managers	0	0.0	4.5	<1
Middle Managers	2	9.5	7.1	-
Professionals	45	16.9	11.9	-
Semi-Professionals	6	10.7	7.4	-
Supervisors (Administrative)	0	0.0	5.0	<1
Administrative & Senior Clerical	3	6.4	4.8	-
Clerical	1	1.7	6.8	3

ABORIGINAL PEOPLES FY 1997/98	AECB REPRESENTATION		CANADIAN AVAILABILITY	VARIANCE
	No.	%	%	No.
Senior Managers	0	0.0	2.1	<1
Middle Managers	1	4.8	3.2	-
Professionals	1	0.4	1.7	4
Semi-Professionals	2	3.6	2.4	-
Supervisors (Administrative)	0	0.0	4.0	<1
Administrative & Senior Clerical	1	2.1	3.5	<1
Clerical	2	3.4	4.1	<1

## **Action Plan for FY 1999/00**

It is clear from the tables above that our most serious underrepresentation issues are in the management cadre and, for the most part, in the Professionals occupational group as well. Our greatest single variance is women in the Professionals occupational group, where 28 women would have to be hired by the AECB in order for the organization to be representative of the Canadian workforce. In most other occupational groups, a small increase in representation would allow the AECB to meet or exceed the Canadian availability data.

Our strategies should therefore concentrate on improving the representation of women in the Professionals occupational group. The AECB will attempt to address this underrepresentation issue with the following strategies:

1. Develop a succession plan which will incorporate recruitment and retention strategies for female professionals in the organization. This will include developmental activities as well as application of compensation strategies.
2. Conduct an Employment Systems Review paying special attention to recruitment and selection programs which may adversely affect women within the AECB.
3. Deliver a Management Development Program aimed at section heads. This program will introduce concepts around managing a diverse workforce including communication skills, etc.
4. Present a business case for diversity to AECB executives integrating the findings of the AECB Workplace Diversity Survey, the FY 1999/00 workforce analysis and the Employment Systems Review.

These strategies will be implemented respecting our philosophies of open communication and consultation with Staff Council and other stakeholders while being realistic about achievement and special challenges facing the AECB.