

**CBC/RADIO-CANADA 2011
ANNUAL EMPLOYMENT EQUITY REPORT
TO HUMAN RESOURCES SKILLS DEVELOPMENT CANADA
(LABOUR)
EXECUTIVE SUMMARY**

I. GENERAL OVERVIEW

CBC/Radio-Canada is Canada's national public broadcaster and one of this country's largest cultural institutions with operations in each province, the Northwest Territories, Yukon and Nunavut, and its head office located in Ottawa. There are also three news bureaus in the United States of America and eight locations abroad. The Corporation is governed by a Board of Directors, made up of 12 Directors, including the Chair and the President and CEO, all of whom are appointed by the federal government. The Corporation is accountable to all Canadians, reporting annually to Parliament through the Minister of Canadian Heritage.

A Year in Review

This past year was one of renewal and celebration, as CBC/Radio-Canada marked its 75th anniversary. A pioneer in broadcasting technologies and services, CBC/Radio-Canada offers more than 30 services, enabling audiences to access content anywhere, anytime. CBC/Radio-Canada is no longer a traditional television and radio broadcaster with a presence on the Internet and other new platforms. Rather, it is transforming itself into an integrated content provider, the home of uniquely Canadian programming, reflective of the diversity of Canada.

On February 1, 2011 CBC/Radio-Canada launched its five-year strategic plan '*2015: Everyone Every Way* redefining the way forward in the midst of a changing media landscape driven by new technologies, demographic shifts and flourishing social networks'. While CBC/Radio-Canada's mandate from Parliament remains the same, the way in which services are delivered to Canadians has been changing. The new five-year year plan has three strategic thrusts defined as the national spaces that reflect the Canadian experience, the regional spaces that bring communities together, and the digital spaces where they can engage in their own personalized way.

Mandate

CBC/Radio-Canada's mandate is set out in the 1991 *Broadcasting Act*. Diverse regional and cultural perspectives are brought into the daily lives of Canadians in English and French and eight Aboriginal languages, and in seven languages on the Corporation's international radio service, RCI, and in eight languages on its Web-based radio service *RCI Viva*. No other Canadian broadcaster, commercial or public, has a mandate to generate the range, depth and quality of Canadian content through the multitude of services that CBC/Radio-Canada generates.

New Mission Statement and Guiding Principles

The following is an excerpt from the new corporate mission statement, "CBC/Radio-Canada will be the recognized leader in expressing Canadian culture and will enrich the democratic life of all Canadians through original, innovative, quality Canadian content that reflects and draws together Canadians, actively engaging with audiences while being cost-effective and accountable". The

guiding principles further make reference in part to reflecting Canada's multicultural diversity, reflecting the regions to themselves and to the country, and contributing to the diversity of voices and to social cohesion.

Creating an inclusive and representative workplace environment and one where employees are valued and respected is essential to delivering on the Corporation's mandate. Our People and Culture diversity vision and mission statements illustrate our commitment to diversity and inclusion.

II. QUANTITATIVE INFORMATION

The representation rate for women in CBC/Radio-Canada's permanent workforce has increased by 6% over the past decade (715 women). For 2011, women now represent 46.2% of the permanent workforce. There were 111 (1.5%) Aboriginal Peoples; 118 (1.6%) persons with disabilities; and 512 (6.8%) members of visible minorities occupying permanent positions in 2011. This is the first time that the number of visible minority employees has exceeded the 500 mark.

The growth for women is reflected in 2011 hiring (61%) and promotion (48%) rates that continue to outpace their representation rate in CBC/Radio-Canada's workforce. The hiring rate for members of visible minorities (10.3%) was above their representation rate. This marks the fifth consecutive year where the hiring rate has been at 10%. The hiring rate for Aboriginal Peoples was above their representation rate (1.8%). For persons with disabilities, the hiring and promotion rates (0.6% and 0.3% respectively) were below their representation rate (1.6%).

Year-to-Year Variances

CBC/Radio-Canada uses the Government offered reporting tool, WEIMS, to produce its annual report.

As a large organization, there are naturally year-to-year variances that occur during a reporting year. Jobs are created which are assigned National Occupational Classifications (NOCs) and existing jobs are reviewed to ensure they still reflect the NOCs assigned to them. As a result there are always shifts in the occupational group distribution from one year to the next that aren't accounted for by workflow alone (hires, promotions and terminations). There were also the usual year-to-year (workflow) variances resulting from employee movement within occupations, within geographic locations, changes in employment status, and changes in leave of absence status.

The following points highlight specific examples of the year-to-year variance for permanent full-time employees:

- In the Senior Managers occupational group, there was a reassignment that accounted for 1 employee moving from Middle Managers (in 2010) to Senior (in 2011).
- Approximately 300 employees who were non-permanent (temporary + casual) in 2010 became permanent full-time in 2011 (+300).

- Approximately 190 permanent full-time employees who were on absence without pay in 2010 returned to regular employment in 2011; approximately 140 permanent full-time employees went on to absence without pay in 2011 (Net +50).
- Approximately 20 permanent full-time employees in 2010 became permanent part-time in 2011; approximately 50 permanent part-time employees in 2010 became permanent full-time employees in 2011 (Net +30).

The following points highlight specific examples of the year-to-year variance for permanent part-time employees:

- Approximately 20 employees who were non-permanent in 2010 became permanent part-time in 2011 (+20).
- Approximately 20 permanent part-time employees who were on absence without pay in 2010 returned to regular employment in 2011. Approximately 15 part-time employees went on to absence in 2011 (+5).
- Approximately 50 permanent part-time employees in 2010 became permanent full-time employees in 2011. Approximately 20 permanent full-time employees in 2010 became permanent part-time in 2011 (Net -30).

III. QUALITATIVE MEASURES

Communications and Branding

An integrated communication strategy has been developed to heighten the profile of diversity within the Corporation. For example, on a yearly basis, special events are highlighted such as Black History Month, Women's History Month, Asian Heritage Month and International Day for Persons with Disabilities. Such events are used as an opportunity to showcase initiatives from the Diversity and Equity Plan and to underscore our efforts to make our work environment more inclusive.

Progress on the Diversity and Equity Plan is reported through committees including the National Executive Committee; Joint Employment Equity Committee; French, English and Corporate Services Diversity Committees; and the People and Culture Senior Management team.

CBC/Radio-Canada's career site has been revised to reflect diversity. A section on diversity exists on the corporate site and diverse employee profiles have been added. Another phase will be delivered in 2012. Information pertaining to employment equity including the Corporation's annual reports on employment equity and multiculturalism as well as workforce demographics and trends, can also be accessed on the Corporate site as well as the employee and manager portals.

Equity Environment/Inclusive Workplace

Employment Equity Audit... CBC/Radio-Canada was notified of a compliance audit in August 2011, by the Secretary General of the Canadian Human Rights Commission (CHRC). The audit began in September 2011, when the audit questionnaire was sent to the Corporation to obtain

information relevant to compliance with the nine statutory requirements of the *Employment Equity Act*. Interviews were conducted with key members of the People and Culture team in November 2011, to obtain additional information and validate preliminary findings. These findings were complemented by further interviews with a representative sample of employees at Radio-Canada Montreal during an on-site visit by the auditor.

The results of CBC/Radio-Canada's initial audit assessment indicated that while "the Corporation shows a willingness to conduct the necessary work to fulfill all of its obligations under the *Employment Equity Act*, additional measures are required to ensure full compliance with the Act". The Corporation committed to implementing the required undertakings specified in the audit assessment and to report on its progress for those areas of non-compliance. Key areas of non-compliance include updating the employment systems review and the employment equity plan.

Employment Systems Review...An update of the 2004 Employment Systems Review (ESR) based on the latest workforce analysis will be completed in spring 2012. The results of the update will be presented in a new Management Report. The report will summarize current human resources practices, possible barriers and include practical recommendations to address identified barriers that may affect designated group members from fully participating in the work place. The areas examined will include recruitment, selection and hiring, training and development, promotion, retention and termination, and accommodation. The recommendations resulting from this ESR will form the basis of qualitative goals in the updated 2012-2015 Diversity and Inclusion Plan.

Corporate Diversity and Equity Plan (2009 – 2012)... At the corporate level, the Talent Management and Diversity team under the 'People and Culture' function is to ensure that the Corporation is focused on attracting, recruiting, and developing a diversified workforce. The team has been actively engaged in fostering a corporate culture that embraces diversity through the development and implementation of the Corporate Diversity and Equity Plan 2009-2012. A summary of some of the major accomplishments include:

- Creation of a governance model to make sure diversity remains a priority;
- Implementation of monitoring and accountability mechanisms to ensure actions in the Diversity and Equity Plan are implemented;
- Creation of various recruitment tools to assist with sourcing diverse candidates, and;
- Development of training modules on diversity and equity in the work place.

The current Corporate Diversity and Equity Plan will be updated in 2012 to cover the next three calendar years. Using the results of the most recent workforce analysis, the plan will identify those areas where effort will be focused over the duration of the plan.

Recruitment Tools and Practices

Recruitment Practices... Throughout the various sectors of the Corporation, efforts continued in 2011 to attract the best and brightest talent for vacant job opportunities. In addition to its presence on social media including an employer job page and postings on Facebook and Twitter

as well as using LinkedIn for occasional postings, the Talent Management team has begun working on a social media strategy in partnership with the National Recruitment Working Group to better align recruitment strategies.

In 2011, CBC/Radio-Canada used 'Talent Oyster' which acts as a hub and redirects all French and English Services job postings to diverse organizations. In addition, a job posting services directory was created which lists diverse organizations and web sites to promote the Corporation's job openings to organizations and groups representing ethno cultural communities, persons with disabilities, aboriginal peoples, women and others. The French Services Recruitment Centre in Montreal worked with partner organizations such as Action Main-d'oeuvre and broadcast their jobs through the Taleo Agency module (recruitment tool). Since this was a recently added module, CBC/Radio-Canada is working on adding many more partner organizations.

Recruitment Tools...Some of the tools which furthered recruitment efforts include the CBC/Radio-Canada Jobs site www.CBC.ca/jobs and <http://cbc.radio-canada.ca/emplois/> which showcases dynamic employee profiles from the four designated groups. Applicants are invited to submit their resumes in response to specific job postings or alternatively to submit their resumes in the candidate database for future consideration.

Diversity Hiring Goals...Diversity hiring goals were set this past year by the English Network's key television and radio managers to improve the representation of diverse employees in the their workforce. Finance managers in the French Services participated in a pilot this past year using a recently developed tool for setting hiring goals. A full launch using this tool is planned for French Services and Corporate Groups in 2012.

Self-Identification...During the on-boarding process, new hires are given the opportunity to complete and submit an employment equity self-identification questionnaire. Employees may update their self-identification information at any time by accessing the online tool. This information is automatically updated in the Corporate HR database and will immediately be counted as part of any reporting that is done. As employees are terminated, the resulting HR transaction automatically updates the data table.

As recently as 2008, the overall response rate rose to as high as 83% as a result of further follow-ups with employees who had never submitted the self-identification questionnaire. However, over the past year, the response rate dropped to 65% for new hires and was 74% overall. To redress this situation, there will be a renewed effort to increase the response rate to over 80% through a census of all employees in 2012. In preparation for this, testing of the cultural census form that was developed last year to replace the self-identification questionnaire, began in December 2011 with new hires. A robust communication strategy has also been developed to ensure employees' full participation in the corporation-wide census.

Outreach

The past year was one of outreach and recognition as the nation's public broadcaster sought to demonstrate its commitment to inclusion and diversity, reflecting the many faces and voices of Canadians. Some of the highlights follow.

More than 30 CBC/Radio-Canada locations hosted successful open house events on Saturday, October 1st 2011 as part of Culture Days and CBC's 75th anniversary festivities. CBC fans across the country had the opportunity to tour CBC/Radio-Canada facilities, meet their favourite radio and television personalities, try their hand at broadcasting and share their stories and memories of CBC's last 75 years. CBC partnered with Culture Days as the national broadcast partner for its inaugural season in 2010 and again in 2011. Radio-Canada has been a long-time supporter of Journées de la Culture, the Quebec-based public arts celebration that inspired Culture Days.

On April 7, 2011, CBC/Radio-Canada participated for the first time in 'Contact Day For Persons with Disabilities', held in Montreal by the Comité d'adaptation de la main-d'oeuvre (CAMO). Over 900 people with functional limitations met with potential employers. The French Services HR Recruitment Centre spearheaded the initiative for the Corporation and was attended by representatives from various Radio-Canada departments. As a member of CAMO's enterprise network for the integration of persons with disabilities, CBC/Radio-Canada participated in a sensitization workshop offered by Quebec's 'Work and Health Foundation'.

In 2011, CBC Toronto's morning show 'Metro Morning' won the RTNDA Diversity award for 'Toronto's Mosaic: Regent Park Revitalization' and for a radio town hall called 'Turning Point: Moving Beyond Stereotypes of Family Violence in Toronto's South Asian Communities'. Moreover, a recent editorial in The Globe and Mail called 'Metro Morning' "a model for success." 'Metro Morning' is even used as a documented business case taught annually to management students at the Ivey School of Business on a successful change management process, and business case for diversity. Add to this, CBC Toronto will receive the Diversity Leadership Award in Toronto at the upcoming Innoversity Diversity conference in spring 2012.

On April 21, 2011, for the first time, blind and low-vision Canadians were able to experience the excitement of a royal wedding as CBC News' coverage of the royal wedding was made available live through Described Video on Accessible Media's TACTv – the Accessible Channel.

In January 2011, the dialogue continued as Radio-Canada Montreal hosted for the second year a diversity panel made up of a dozen young people (aged 18 to 30) from diverse backgrounds to find out about their programming consumption habits, their perception of social issues, and their perception of Radio-Canada's reflection of the diversity of the cultural communities that make up its audience.

Employees continue to access tools such as '*Languages We Speak*', a database of languages spoken by our employees, which is used as a resource when there is a need for interpreters or contacts within specific linguistic communities. The '*New Faces/New Voices Rolodex*' is CBC's most diverse contacts database available primarily to journalists, producers and researchers throughout the organization for an up-to-date resource of experts and analysts on a broad range of topics. A similar directory for French Services was launched this past year to help enhance the on-air representation of talent who self-identify as having at least one origin that is neither French nor English Canadian. 'Mosaïka' is a work in progress. Staff can contribute by adding contacts or editing existing information.

Internships/Mentoring and Training

Each year a variety of internships and scholarships are offered including the Peter Gzowski Internship, the Joan Donaldson Scholarship Program, and the HELP Fund. While diversity is a key criterion for the selection of candidates, the HELP Fund is the only program among these which is focused solely on the four designated groups. In 2011, the HELP (Help Energize Local Projects) Fund provided financial assistance to managers in the Corporate, English and French Services to support twenty-two (22) internships/development opportunities in a variety of on-air, production and corporate roles for candidates from three of the four designated groups and one workplace accommodation for a person with a disability. Internships/developmental opportunities include work place assignments with an identified mentor, coaching and on the job training. Since 2006, the HELP Fund boasts a fifty-one percent (51%) retention with more than two thirds of the candidates in a full-time position.

Training and Development

Modules on diversity and equity in the work place are offered in the training courses covering fundamentals of effective leadership and management. These courses are offered on an ongoing basis with anywhere from 12 to 16 groups of 16 managers and supervisors taking this program in a year. The 'Ready to Lead' diversity module has been presented to the entire HR team at English Services (35 persons) with upcoming sessions planned for French Services and Corporate Groups in 2012.

A diversity introductory session has been given to the recruiters at the French Services Montreal office and is provided on an ongoing basis as new members join the team. It is available for English Services and Corporate groups on request.

English Services Training is now online with 'The Exchange' – a new interactive site devoted to learning and development for CBC employees. In addition to rich media content, 'The Exchange' provides a selection of e-learning modules and an overview of upcoming training events. 'The Exchange' also provides a forum for staff to share their skills and knowledge with colleagues. To help bridge to other CBC/Radio-Canada training resources, 'The Exchange' home page features a convenient link to 'Clic', the recently launched e-learning site for online training offered by French Services and Corporate Training. Both 'The Exchange' and 'Clic' should make training offerings more accessible to all employees.

Promotion

While the Corporation has no formal promotion policy, supervisors and managers must establish training and development opportunities to increase the number of qualified eligible candidates for promotion and transfer opportunities. The new Diversity and Equity Plan will call for the implementation of a program that recognizes that CBC/Radio-Canada has specific diversity goals with respect to some positions and that qualified under-represented designated group members must be identified as candidates for those positions.

Retention and Termination

CBC/Radio-Canada encourages employee retention through a number of initiatives designed to meet the diverse needs of employees. Examples include helping employees manage their work-

life balance through flexible work hours, compressed workday schedules, job rotations and special leaves. A pilot on flexible work schedules was carried out by the Information Technology department to assess its effectiveness and application in other departments. As part of the recognition workshop “Here’s to You” launched last summer, participants learn to recognize and appreciate each person’s individual skills and different abilities, which in turn promotes better engagement and motivation.

Work Place Accommodation

The current policy on Non-Discrimination and the Duty to Accommodate is currently under revision and will be presented for approval to the Senior Executive Team and Board of Directors in 2012. Apart from the accommodation examples presented above, there were countless others including building ramps to ensure wheelchair accessibility to offices and studios, contrasting stairs and handrails, internal stair lifts, adjustments to workstations and to job functions for those individuals returning to work from disability leave. The new Inclusion and Diversity Plan will also include an updated accessibility plan.

IV. CONSTRAINTS

Self-identification response rates still present a barrier to accurate reporting on the diversity of the Corporation’s workforce. However, the implementation of the 2012 cultural census including a comprehensive communication and follow-up strategy should improve the current response rate. Budget pressures along with the 2012 workforce reduction exercise may impede progress in achieving a fully diverse and representative workforce.

V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES

Various consultative mechanisms exist to facilitate the implementation of employment equity and diversity initiatives within the Corporation. During the past year, there was in-depth consultation on both the content of the cultural census questionnaire and the updated employment systems review. Those consulted included members of the Joint Employment Equity Committee made up of management and unionized employees, different Inclusion and Diversity Committees, the National Recruitment Working Group as well as Human Resources generalists from the English and French Services.

VI. FUTURE STRATEGIES

The Corporation will continue to implement strategies that enable us to recruit and develop a diverse and skilled workforce from entry-level to the most senior positions in the Corporation. We will ensure that we improve the response rate to our self-identification questionnaire in order to accurately reflect the representation of three of the four designated groups in our workforce. We will continuously review our employment systems and practices including our policies with a focus on ensuring a supportive and inclusive work place.