

CBC/RADIO-CANADA EMPLOYMENT EQUITY ANNUAL REPORT 2012 TO HUMAN RESOURCES AND 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 and all territories, and its head office located in Ottawa. There are also three news bureaus in the United States of America and six 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. The Corporation is an industry leader in reaching Canadians on new platforms and delivers a comprehensive range of radio, television, Internet, and satellite-based services. Deeply rooted in the regions, CBC/Radio-Canada is the only Canadian broadcaster to offer diverse regional and cultural perspectives in English, French and eight Aboriginal languages.

Mandate

CBC/Radio-Canada's mandate is set out in the [Broadcasting Act](#). The Act states that...

"...the Canadian Broadcasting Corporation, as the national public broadcaster, should provide radio and television services incorporating a wide range of programming that informs, enlightens and entertains;

...the programming provided by the Corporation should:

- i. be predominantly and distinctively Canadian, reflect Canada and its regions to national and regional audiences, while serving the special needs of those regions,
- ii. actively contribute to the flow and exchange of cultural expression,
- iii. contribute to shared national consciousness and identity,
- iv. reflect the multicultural and multiracial nature of Canada."

The Year in Review

This past year, Canada's national public broadcaster continued implementing its five-year strategic plan, *2015: Everyone, Every Way*. Launched in February 2011, the plan has three strategic thrusts: providing Canadians more national programming that reflects the Canadian experience, more regional programming that knits communities together, and more digital spaces where they can engage in public conversations and debates in their own personalized way.

Despite the year's many successes, the Corporation faced financial pressures. In the 2012 Federal Budget, the government announced that CBC/Radio-Canada's appropriation would be reduced by \$115 million over three years. This reduction, combined with the unavoidable costs and investments required for CBC/Radio-Canada to continue to keep pace as a modern public broadcaster, means the Corporation actually faces financial pressures of \$200 million over the next three years and it has required the Corporation to eliminate the equivalent of 650 full-time positions over the next three years (2012–2015).

The Government's funding reduction, rising costs and necessary investments are not the only financial pressures we face. On July 18, 2012, the CRTC announced that it plans to phase out the

Local Programming Improvement Fund (LPIF) by the end of August 2014. The LPIF contributed close to \$47 million to CBC/Radio-Canada's local programming. In addition, the NHL lock-out significantly impacted our advertising revenues in 2012.

II. Quantitative Information

The representation rate for women in CBC/Radio-Canada's permanent workforce has increased by 5% over the past decade (46.5% from 41.9%). There were 99 (1.3%) Aboriginal peoples; 108 (1.5%) persons with disabilities; and 501 (6.8%) members of visible minorities occupying permanent positions in 2012.

The growth for women is reflected in 2012 hiring (52%) and promotion (49%) rates that continue to outpace their representation rate in CBC/Radio-Canada's workforce. The hiring rate for members of visible minorities (11.9%) was also above their representation rate. This marks the sixth consecutive year where the hiring rate has been at or above 10%. The hiring rate for Aboriginal peoples was below their representation rate (0.9%), as was the case for persons with disabilities (0.9%).

Year-to-Year Variances

CBC/Radio-Canada uses the Government offered reporting tool, WEIMS (Workplace Equity Information Management System), to produce its annual report.

As a large organization, there are significant 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 Manager (in 2011) to Senior Manager (in 2012). There was also 1 termination that occurred on December 31, 2012.
- Approximately 205 employees who were non-permanent (temporary + casual) in 2011 became permanent full-time in 2012 (+205).
- Approximately 160 permanent full-time employees who were on absence without pay in 2011 returned to regular employment in 2012; approximately 190 permanent full-time employees went on to absence without pay in 2012 (Net -30).
- Approximately 30 permanent part-time employees in 2011 became permanent full-time employees in 2012; approximately 35 permanent full-time employees in 2011 became permanent part-time in 2012 (Net -5).

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 2011 became permanent part-time in 2012 (+20).
- Approximately 20 permanent part-time employees who were on absence without pay in 2011 returned to regular employment in 2012. Approximately 10 part-time employees went on to absence in 2012 (+10).
- Approximately 35 permanent full-time employees in 2011 became permanent part-time in 2012; approximately 30 permanent part-time employees in 2011 became permanent full-time employees in 2012. (Net +5).

III. Qualitative Information (for all following sections, results achieved are in bold)

Communications

The following is a list of employment equity-related communications to employees that took place in 2012:

- CBC/Radio-Canada's President and CEO communicated his 2012-2013 organizational priorities to all employees on our employee internal web site that included one related to inclusion and diversity (I&D) and the importance of having a workforce more representative of the Canadian population. **This was very useful in raising the importance of employment equity.**
- Many employee communications were posted on the internal web site to celebrate events such as Black History Month, Aboriginal awareness week, Asian heritage month, international women's day, cultural diversity and the holiday season, etc.
- The diversity section on the Corporation's internal web was revised: a page was added promoting training opportunities specific to recruiters and hiring managers¹. **This site was visited over 1,000 times in 2012, resulting in increased employee awareness on the importance of a diversified workforce.** Employment equity additional information can also be found on the employee and manager internal human resources portals.

Equity Environment

In 2012, many activities took place aimed at building a workplace that encourages employment equity and diversity:

- Ready to Lead: This program gives front-line supervisors and managers the skills and knowledge to become better managers and better lead their teams. Modules on diversity and equity in the workplace are offered as part of the program. These courses are continually offered with 12 to 16 sessions each year of 16 managers and supervisors each. **Since the beginning of the training in 2008, the module on diversity and equity was presented to 452 managers. Over 377 managers who took the training were still in leadership roles at the end of 2012.**
- CBC/Radio-Canada continued to actively participate in the Federally Regulated Employers – Transportation and Communications (FETCO) subcommittee on employment equity. **This subcommittee works in a cooperative manner with appropriate federal institutions and shares issues and best practices with other employers subject to federal legislation.**
- In May 2012, the managing director of CBC Toronto was awarded the Outstanding Leadership Achievement Award at the Innoversity Creative Summit. The award recognizes those who work towards making media more inclusive and innovative by embracing the increasing cultural diversity of Canada. This is only the latest accolade for CBC Toronto who has been recognized for its commitment to diversity from numerous national and

international sources including the Gabriels, New York Festivals and the regional and national RTNDA (Radio-Television News Directors Association) awards.

- CBC Toronto’s work was noticed in other ways, too: the team was invited to talk to international broadcasters and world leaders about their progression — from a vision of innovative, inclusive programming, to a highly successful cultural and business model for public service broadcasting that profoundly addresses and reflects diversity. **CBC Toronto’s turnaround has been well-documented and is used as a case study in a prestigious Canadian business school as both a highly successful change management process and a successful business case for diversity and inclusion.**

Employment Systems

CBC/Radio-Canada was subject to an audit from the Canadian Human Rights Commission (CHRC) in 2011-2012. Following the audit, an Employment Systems Review (ESR) was completed and sent to CHRC at the end of March 2012. Upon the completion of the ESR, a new 2012-2015 plan was developed and was presented to CHRC at the end of June 2012. The *Inclusion and Diversity Corporate Plan 2012-2015* outlines what activities will be put in place to move towards a fully representative workforce over the next three years in the following areas: leadership; monitoring and accountability; recruitment and selection; training and development; talent management; communication, branding and outreach; and accessibility.

In 2012, a new self-identification questionnaire, or “Cultural Census” was made available on the Corporation’s internal website and has become an integral part of the on-boarding process for new employees. This questionnaire is divided into two parts:

1. Part I covers the areas on which CBC/Radio-Canada is required to report under according to the *Employment Equity Act*.
2. Part II deals with matters and groups that are not covered by the *Employment Equity Act*, but are just as important in fostering an inclusive workplace: information is compiled on subjects such as ethno cultural background; socio-demographic groups; official and non-official languages spoken; sexual orientation; and beliefs and religions.

The confidential data obtained from the cultural census is automatically added to a secure HR database.

Initiatives for Designated Groups

a) Recruitment

In 2012 and in the wake of budget challenges, the Corporation invested significant efforts in restructuring how it conducts its business. CBC/Radio-Canada remained focused on attracting top candidates when staffing opportunities arose. Here is a summary of our recruitment activities:

- The Behaviour Description Interviewing Guide on the corporate HR portal for managers was improved with the addition of the *Guide to screening and selection in employment*, developed by the CHRC.
- In order to increase representation of the four designated groups within CBC/Radio-Canada workforce, a new reference framework was built by our Diversity function to be used by our HR staff and hiring managers. Recruitment targets were developed for each designated group and for each team of Corporate Groups and Radio-Canada, including a section dedicated solely to senior roles. **This activity is expected to continue over the next years as part of the *Inclusion and Diversity Corporate Plan 2012-2015*.**

- CBC/Radio-Canada is actively engaged in mentoring initiatives directed towards new Canadians. For example, Radio-Canada acted as [Master of Ceremonies](#) for “Les mentors 2012 à l’honneur”, an event held by the Conférence régionale des élus de Montréal (CRÉ) as part of their “Mentorat Montréal” program. **In 2012, the Corporation had five employees acting as mentors.**
- Radio-Canada also participated in the Mamu! Employment Fair for Aboriginals in Montreal, in the conference on how to reach diverse communities Multicultural Marketing Conference, HR trainings on diversity and recruitment at the CRÉ and at the Institut national de recherche scientifique (INRS) called “Déqualification des immigrants et le PRIIME”, a visit of the Institut Nazareth et Louis-Braille with the Comité d’adaptation de la main-d’oeuvre and a partnership with the Interconnection Program. **This latest initiative resulted in at least one candidate hired.**
- In 2012, Radio-Canada continued using Mosaïka, a diverse database used by content managers in order to help increase the on-air representation and presence of collaborators from different cultural backgrounds. More than 650 names of people originating from 80 different countries, and working in 14 different sectors are now listed.
- CBC/Radio-Canada started using Rit@ Services, a recruitment tool used to redirect job postings to organizations including diverse ones. The job posting services directory created in 2011 was still available and provided an extensive list of organizations representing diverse communities where the Corporation could direct job openings.
- CBC hosted an employment conference aimed at newcomers (Internationally Educated Professionals (IEP) Conference), sponsored and acted as a host for the 2012 Immigrant of Distinction Awards in Calgary, attended the Aboriginal-focused career fair in Manitoba hosted by the Center for Aboriginal Human Resources Development and participated in the Aboriginal Human Resources Council “Inclusion Works 2012” career program in Edmonton.
- CBC partnered with the CareerEdge organization to bring in a diverse intern who focused on building diversity recruitment initiatives. This six-month internship was set to end in June 2012 but provided such value that it was extended until June 2013. **The intern key recruitment objectives resulted in great results such as weekly tweets on diversity sent on Twitter from all People and Culture CBC accounts and a diversity database which lists organizations CBC can post jobs or partner with.**
- 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.
- Information pertaining to employment equity including the Corporation’s annual reports on employment equity and multiculturalism as well as workforce demographics and trends, can be accessed on the Corporate Web site.

b) Training and Development

- Every year, we invite managers to apply for the HELP (Help Energize Local Projects) Fund. This \$200,000 fund helps managers reach their hiring targets and recruit diverse candidates by allocating funding for internships, development opportunities and workplace accommodations. We received close to 40 proposals and approved 31 for funding. **At CBC, the HELP Fund resulted in the hiring of at least 14 diverse candidates for short and**

medium-term projects. This consisted of 6 visible minorities, 5 aboriginal peoples, 1 person with disability and 2 women in non-traditional roles.

- Diversity was a key criterion in other internships offered including the Joan Donaldson CBC News Scholarship and the CBC Radio Peter Gzowski internships.

c) 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. As part of the *Inclusion and Diversity 2012-2015 Corporate Plan*, CBC plan on implementing succession planning inclusive of diversity targets, as well as interview training on cultural sensitivities.

d) Retention and Termination

- A great number of initiatives were in place to meet the needs of CBC/Radio-Canada's diverse workforce and encourage employee retention. They include many work-life balance items such as compressed workweek schedules, special leaves, job rotations and more. Sections of some collective agreements contain provisions relating to flexible work arrangements.
- A new employee engagement survey was completed in fall 2012 where 86% of employees agreed with the statement "CBC/Radio-Canada supports diversity in the workplace, recognizing and respecting the value of human differences." This is a 14% increase compared to the 2010 survey.
- CBC/Radio-Canada continued providing an Employee Assistance Program available in 25 languages to all CBC/Radio-Canada staff, retirees, long-term contract employees and their resident families. The last voluntary satisfaction survey in 2011 indicated a 94% satisfaction rate.
- Since 2010, a formal exit interview process has been in place and data is gathered by the corporate HR department. An increased focus on equity and diversity was put in place in 2012 with better tracking mechanisms for diverse respondents. **For the latest period audited (April 1, 2011 to March 31, 2012) and for the statement "The CBC demonstrates a commitment to diversity", 71% of the visible minorities/Aboriginal peoples/persons with disabilities group were favourable. This compares to 83% for the whole Corporation.** This means that more efforts are required to make the work environment where everyone feels respected and valued and we are confident our *Inclusion and Diversity Corporate Plan 2012-2015* will go a long way in accomplishing that.

e) Reasonable Accommodation

- Onboarding documents on our HR portals for employees and managers were updated to add focus on accommodation when new employees join the Corporation.
- In 2012, accessibility audits were conducted in Regina and Whitehorse. Findings will result in action plans that will be integrated into our national accessibility plan.

IV. Constraints

- With the help of our new cultural census, we are expecting to achieve a higher response rate for employment equity. However, work remains to be done as self-identification information in our HR database still proves challenging to use: approximately 24% of our workforce has not completed the cultural census.

- Multiple budget pressures have resulted in an important workforce reduction which 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 a Corporation-wide consultation on the content on the new *Inclusion and Diversity Corporate Plan 2012-2015*. Those consulted included members of the Joint Employment Equity Committee made up of management and unionized employees, different local Inclusion and Diversity Committees, the National Recruitment Working Group, as well as Human Resources generalists across the Corporation.

VI. Future Strategies

As the nation's public broadcaster, CBC/Radio-Canada is continuously evolving to reflect the changing faces and voices of our country and to meet the needs of a diverse audience. In 2011, the Corporation launched its five-year strategic plan, *2015: Everyone, Every Way*, to chart the way forward in a changing media landscape influenced by the emergence of new technologies, growing social networks and major demographic shifts.

In line with *Strategy 2015*, 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 the designated groups in our workforce. We will continuously review our employment systems and practices and policies with a focus on ensuring a supportive and inclusive workforce.

¹In this report, the term "manager" is defined as employees with one or more direct reports that have the capability to hire and terminate employees.