

**CBC/RADIO-CANADA 2008  
ANNUAL EMPLOYMENT EQUITY REPORT  
TO HUMAN RESOURCES SKILLS DEVELOPMENT CANADA  
(LABOUR)  
EXECUTIVE SUMMARY**

## **1. GENERAL OVERVIEW**

CBC/Radio-Canada is Canada's national public broadcaster and one of its 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 12 locations abroad.

The Corporation is accountable to all Canadians, reporting annually to Parliament through the Minister of Canadian Heritage. It is governed by the Board of Directors which is comprised of 12 members, including both the Chair and the President-CEO, all of whom are appointed by the Government. Of the members, 30 per cent are women and one is of Aboriginal origin.

### **Mandate**

CBC/Radio-Canada has a mandate to reflect Canadian culture and to foster understanding and a shared sense of national identity through programs that reflect Canada's cultural and regional diversity. No other Canadian broadcaster has a mandate to generate the range, depth and quality of Canadian content that CBC/Radio-Canada generates, and to make it available all across the country in both official languages.

### **Vision and Mission**

The Corporation's vision and mission speak to diversity where it is stated respectively that the goal is 'connecting Canadians through compelling Canadian content' and producing programs that 'reflect Canadians and Canada's regions...'

### **Multitude of Platforms**

CBC/Radio-Canada delivers a comprehensive range of programs via 29 services. It is the only Canadian broadcaster delivering Radio, Television, Internet, and satellite-based services, in both English and French plus eight Aboriginal languages, to all Canadians. The Corporation's broadcasting reach extends in nine languages on its international Radio service, Radio Canada International, and in eight languages on its Web-based Radio service RCI viva. Pod casts were first introduced in 2005, and downloads now average more than one million per month. CBC/Radio-Canada is available how, where, and whenever Canadians want it.

### **Programming**

CBC/Radio-Canada is constantly renewing programming to respond to audience preferences and to reflect Canada's increasing diversity and shifting demographics. It ensures diversity and inclusiveness is reflected by transforming newsrooms, program mandates and story selection and presentation to better reflect the cultural and ethnic composition and concerns of communities. Moreover, its success in reflecting the richness of Canada's diversity is apparent among the many programming examples broadcast on the Corporation's different platforms.

## Partnerships

CBC/Radio-Canada continues to enjoy partnerships with other broadcasters including the Aboriginal Peoples Television Network (APTN) and is a partner in the specialty television service ARTV and The Documentary Channel. It also holds a partnership agreement and part-ownership with Sirius Canada, satellite radio.

## **II. QUANTITATIVE INFORMATION**

The representation rate for women in CBC/Radio-Canada's permanent workforce increased by almost 5% since 2000 (700 women). For 2008, women now represent 44.5% of the permanent workforce. There were 110 (1.5%) Aboriginal Peoples; 144 (1.9%) persons with disabilities; and 457 (6.1%) members of visible minorities occupying permanent positions in 2008.

The growth for women is reflected in 2008 hiring (51%) and promotion (47%) rates that continue to outpace their representation rate in CBC/Radio-Canada's workforce. The hiring rate for members of visible minorities (9.5%) and Aboriginal Peoples (1.7%) were above their representation rates respectively. For persons with disabilities, the hiring rate was below the representation rate.

### Year-to-Year Variances

This report marks the first year that CBC/Radio-Canada is using the Government offered reporting tool to produce its' annual report (in this case WEIMS). In previous years, the Corporation had used a customized in-house reporting tool. Migrating to this new tool may result in unanticipated differences in how some employment situations were treated from previous years.

Another significant development is that 2008 is the first year where the Corporation is able to accurately report on its casual workforce for a full calendar year.

In light of these changes, the normal year-to-year variances still apply. 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:

- There were several employees assigned previously to NOCs under the occupational groupings of "skilled sales & service personnel" in 2007 that are no longer reflected in that occupational grouping in 2008.
- Approximately 415 employees who were non-permanent in 2007 became permanent full-time in 2008 (+415).
- Approximately 105 permanent full-time employees who were on absence without pay in 2007 returned to regular employment in 2008. Approximately 170 permanent full-time employees went on to absence without pay in 2008 (Net -65).

- Approximately 45 permanent full-time employees in 2008 ended employment on December 31, 2008. Approximately 40 permanent full-time employees in 2007 ended employment on December 31, 2007 (Net +5).

### **III. QUALITATIVE MEASURES**

#### **Communications**

Employees and the public may access information pertaining to diversity and employment equity on the Corporation's website and the employee and manager portals, launched in early 2008. Here, information can be found on just about everything related to diversity and employment equity including initiatives outlined in the Corporation's annual reports on employment equity and multiculturalism as well as workforce demographics and trends, diversity training programs, outreach and partnerships, internships, links to governmental and other agencies, and corporate policies. Recently, the employee portal began features on 'People In The Spotlight' to celebrate and recognize employee contributions including acknowledged diversity champions. Thought is given to ensuring there is balance in terms of diversity.

From a programming perspective, English Television is implementing new communications habits that reflect the needs of new Canadians. Look to '*Hockey Night in Canada*' which now broadcasts in several different languages including Mandarin, Cantonese, Hindi and Punjabi. Or consider Radio Canada International's Web service, 'RCI viva', targeting both recent and aspiring immigrants to Canada with services broadcast in not only English and French, but also in Arabic, Mandarin, Spanish, Portuguese, Russian and Ukrainian.

#### **Equity Environment**

***Focus on diversity...*** in 2008, the Corporation's Talent Acquisition and Diversity team was formed where three members are dedicated full-time to the promotion of Diversity. Employment systems are being reviewed with recruitment, staffing and retention strategies implemented to ensure the Corporation's workforce becomes increasingly diverse. Furthermore, diversity considerations are incorporated in the French Service's strategic plans.

***Employment Systems...*** all new policies and current policy revisions are vetted by both the Human Resources Senior Management Team and the Corporate Policy Committee before they are submitted to the Executive Management Team and Board of Directors for final approval. In 2008, the policy on staffing was revised to ensure transparent and consistent application.

From a practical standpoint, Radio-Canada undertook an analysis to see if there were systemic barriers imbedded within the staffing process particularly with regard to candidates from Aboriginal and multicultural communities. The analysis resulted in the revision of certain tests to remove the identified barriers.

***Employment Equity Plan...*** based principally on the findings of the employment systems review in 2004, implementation of the Corporation's corporate employment equity plan has been ongoing since mid 2005. Areas where progress was achieved include the implementation of a national recruitment strategy ensuring consistent staffing practices, hiring goals targeting the four designated groups, diversity training, performance management and an exit interview process. Work began in late 2008 on a new employment equity plan in consultation with employee representatives. This new three-year plan will begin implementation in 2009.

***CBC's Joint Diversity Action Plan - The Diversity Advantage...*** in March 2007, CBC's first joint diversity action plan was completed. The plan, called '*The Diversity Advantage: CBC's Commitment to Reflecting Today's Canada*' brings together the diversity plans and initiatives of CBC Radio, Television and Human Resources for 2007/08 including programming, recruitment, training and development, and outreach. The biggest change at CBC since implementation of the plan began is attitudinal shift. For example, all diversity initiatives and related activity must coincide with strategic objectives overall. Diversity has been added to the corporate performance management and the measurement of hiring and programming diversity has become a larger part of the diversity file.

***Employee Assistance Program (EAP)***...employees are further supported by the Corporation's Employee Assistance Program, a confidential counseling service available to all employees, retirees and their families. The service is available in both official languages plus 25 other languages, including American Sign Language. As diversity is a core value of this program, the service provider must reflect the makeup of the communities served. Promotional and marketing efforts are made to reach out to the diverse workforce within CBC/Radio-Canada. Usage rates confirm this program provides essential support to employees.

***Respect in the workplace***...creating a healthier workplace has been a priority for the Corporation for several years. In response to the findings from employee surveys conducted in 2001 and 2004, and in order to enhance the work climate for all teams and to promote a healthy workplace, the Corporation's senior management and the unions of CBC/Radio-Canada produced mandatory, interactive 'Respect in the Workplace' workshops which were facilitated by a manager and a unionized employee. To date, about 95 per cent of employees have attended the workshops. From the feedback received so far, nine participants out of 10 feel that they can carry out the respectful behaviours discussed in the sessions.

## **Diversity Initiatives**

### **Recruitment Tools**

***Jobs@CBC/Radio-Canada:*** This is a valuable tool that assists the recruiting team and the hiring managers in the tracking and monitoring of the attraction efforts that have been put in place. Moreover, the job postings are W3C compliant for visually impaired people that allows them to browse the current openings.

***CBC Recruitment DVD/Video:*** CBC/Radio-Canada has created a recruitment video/DVD that is an essential tool used to attract diverse candidates to work at the Corporation. It is shown at conferences, career fairs, in schools and universities visited by CBC/Radio-Canada staff as well as on [www.CBC.ca/jobs](http://www.CBC.ca/jobs) and on <http://cbc.radio-canada.ca/emplois/>.

***Community Snapshots:*** English Network Services has developed a tool called the 'Community Snapshots' which gathers pertinent information about the makeup of major audience markets. It not only includes a snapshot of who the public is, but what issues are relevant and important to guide programming and hiring decisions. The results have been so positive that it is expected the process will be duplicated across Canada. The 'Community Snapshots' have recently been updated using the most recent census data, research and community stakeholder roundtables. They are available on the Corporation's portal. A French version of the tool is being adapted.

***Diversity Hiring Goals:*** Hiring goals were set this past year by the English Network's key TV and Radio managers to improve the representation of diverse employees in the

Corporation's workforce. In the coming year, hiring goals will be linked to an overall recruitment strategy as part of a corporate-wide workforce planning exercise. Efforts will be deployed to further support managers in sourcing qualified candidates from diverse candidate pools.

***Baseline Diversity Measurement:*** In 2007, a tool was implemented by English Services for screening regional programs, providing a baseline of on-air talent. The tool allows managers to more accurately gauge which regions are well reflected, and where there is a need to hire to be more representative of diversity as was the case in Vancouver regarding persons with disabilities. French Services has implemented a pilot project to gauge diversity by assessing the on-air content of its radio shows in Saskatchewan and one nationally televised program.

### **Recruitment Results**

There are countless examples throughout the Corporation where targeted recruitment resulted in hiring diverse candidates in on-air and behind the scenes roles and support functions. For example, through its commitment to diversity, CBC Toronto's flagship show '*Metro Morning*' transformed both its team and programming to authentically reflect Canada's most multi-cultural city. The results have been, not just the number one morning show in Toronto, but CBC Radio 99.1 is now the number one station in Canada's most competitive media market. A historic first. Vancouver is becoming more diverse with increases in the representation of persons with disabilities in its local newsroom. In 2008, the French Network hired a female of diverse background as their Senior Advisor on Diversity. Her role is to work with managers to ensure diversity is implemented in terms of hiring and the content that is broadcast on all platforms.

### **Outreach**

***Serving the community...*** as well as connecting to audiences through its programming, CBC/Radio-Canada contributes in many other ways to local communities by supporting and covering hundreds of community events, festivals and literary and artistic competitions as well as supporting local fundraising events, providing sponsorship support for events such as 'Black History Month', hosting citizenship ceremonies in various locations, and doing full-day remote broadcasts. Not only has this myriad of activities heightened the Corporation's presence within local communities, it has also served to raise awareness of local issues affecting different ethnic groups needing media coverage. Remote broadcasts have proved especially beneficial in developing trust with local communities resulting in story coverage not before accessed.

***Partnerships...*** CBC/Radio-Canada develops solid relationships with individuals, organizations and companies based on relevance and connection to its audiences and communities. The regional and national partnership teams support the Corporation's programming and initiate or participate in local social and cultural outreach projects, including those with diverse communities. With both CBC Toronto programming and Montreal regional programming, partnerships have facilitated several community dialogues/editorial boards to bring stakeholders together with editorial teams to discuss key issues, events and needs, engaging leaders and stakeholders at roundtables to get these stories on-air.

***Bringing diverse regional and cultural perspectives...*** consistent with the Corporation's mandate to bring diverse regional and cultural perspectives into the daily lives of Canadians, CBC is the only Canadian broadcaster with a local Chinese news site and the only broadcaster with an aboriginal news site. Located at [www.cbc.ca/aboriginal](http://www.cbc.ca/aboriginal), the website showcases CBC's coverage of aboriginal issues on Television, Newsworld, Radio and CBCNews.ca. This has enhanced CBC's connection to aboriginal communities and is

now an invaluable resource demonstrating to the public how important aboriginal news is to CBC. The website also features employee profiles which have given a greater sense of recognition and been a focal point for maintaining a sense of community amongst aboriginal staff.

*Languages We Speak...* is a database of languages spoken by employees. This is used as a resource when there is a need for interpreters or contacts within specific linguistic communities. Employees can add or update the languages they speak in the database whenever they wish.

*New Faces/New Voices...* is the CBC's most diverse contacts database. It lists specialists in a variety of fields that reflect Canada's cultural and ethnic makeup, some of whom have never been on CBC programs. It also includes people with disabilities often not seen or heard in mainstream media. It is a journalistic tool intended for CBC researchers, producers and reporters. As a database it is constantly evolving. More contacts are added as stories develop.

*RCI Viva...* is a Web radio service in eight languages offering such things as information and resources to help immigrants discover their new home, tools and tips to enable and simplify integration, and round tables.

*Innoversity Creative Summit...* the Summit gives creators of diverse cultural backgrounds the opportunity to pitch their ideas and skills to media professionals. CBC is a foundation sponsor of the *Innoversity Creative Summit*. As part of the sponsorship agreement, CBC provides funding for internships, development awards and Summit scholarships for talented and diverse Canadians working in the media industry. CBC local Radio were panelists and did a number of presentations at the Summit to give CBC a presence and to share our knowledge with the community.

### **Internships/Scholarship and Work Placement Programs**

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 2008, 33 internships were supported by the HELP (Help Energize Local Projects) Fund. Internships are also always funded by the sector where the intern will work. This year, one third of these were jointly funded by English Television. Projects included internships in on-air, technical and support roles in both English and French Television and Radio departments. Radio-Canada accounted for 12 internships including visible minorities in journalistic and production roles and women in technical occupations. Since 1999, more than 50% of the interns have been retained in continuing roles.

The intellectual disability work placement is a 6-week paid internship program that was successfully piloted in Vancouver. The candidate continues to be employed part-time in the region.

### **Mentoring and Training**

Mentoring and training takes place around internships, with students teamed up to leaders in the field who can help them learn as much as possible. It also takes place in situations where employees have excellent potential but might not yet have all the necessary skills. One good example is that of the North where most CBC employees do not have formal journalism training. They have been trained and continue to be mentored one-on-one by professional trainers.

CBC also ensures diversity is reflected by training and mentoring emerging writers of diverse backgrounds. On a case-by-case basis, CBC co-funds Writing Room internships, which allow an emerging writer to work within a current program that is in production. CBC also facilitates the one-on-one mentorship of an emerging writer with a seasoned TV writer as part of the development of a CBC program.

### **Training and Development**

***'Recruiting & Managing a Diverse Workforce'***... a total of 171 hiring managers from across the English Network participated in a one-day training workshop on recruiting, hiring and retaining diverse talent. Participants spent the full day engaged in group discussions, exchange of ideas, role-playing exercises, and problem solving. At the end of the session, participants were asked to incorporate the lessons learned into individual action plans to help them work towards their own diversity goals and objectives.

***Professional Development Initiatives***... a new training program for foreign-trained journalists is in development. Currently in pilot phase, CBC Television is looking at ways to support the hiring and retention of journalists who received their training overseas. This requires a deeper understanding of the obstacles faced by foreign-trained journalists as they attempt to be integrated into CBC's work culture.

***Management Training***... a national management training program incorporating diversity principles is currently in development. Pilot sessions will be implemented in the French services in the coming year.

***Cultural Sensitivity***... a cultural sensitivity program aimed at executive management will be implemented in 2009-2010.

### **Promotion**

As part of the performance management and development process, a succession planning exercise has been in place at CBC/Radio-Canada for senior management for a number of years now. One of the best illustrations of the promotion of diverse candidates is CBC Toronto Radio. Not only is CBC radio in Toronto leading all of the regions in terms of building a diverse staff, but four of their five on-air hosts are themselves diverse, and half of their editorial leaders are themselves diverse. The CBC Radio Toronto model is indeed an example of succession planning at work. Several of their leaders are on a track for future management opportunities.

### **Retention and Termination**

The HELP Fund and other internship programs in existence at CBC/Radio-Canada serve to strengthen diversity candidates' skills and competencies base to enable them to compete successfully for job opportunities or to bridge employment until vacancies arise.

### **Reasonable Accommodation**

There are countless examples of workplace accommodations ranging from building ramps to ensure wheelchair accessibility to offices and studios, adjustments to workstations and to job functions for those individuals returning to work from disability leave to special computer equipment for employees with visual impairments and ergonomic assessments.

Over the past few years, the Corporation has invested approximately three million dollars in improvements to ensure accessibility for people with impaired mobility.

#### **IV. CONSTRAINTS**

Self-identification still presents a barrier to accurate reporting on the workforce representation of diverse employees. Efforts in the coming year will focus on improving both the response rate to the questionnaire as well as increasing the number of employees who self-identify. Future redeployment and/or reassignment of laid-off employees may impede progress in increasing the diversity representation in the Corporation's workforce.

#### **V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES**

The Joint English/French Employment Equity Committee including management and unionized representatives met three times in 2008. Updates were provided on the implementation of the Employment Equity Plan with discussion focused on accommodation and accessibility matters as well as the development of a new EE plan emphasizing the need to collaborate on the development of realizable and measurable initiatives.

#### **VI. FUTURE STRATEGIES**

CBC/Radio-Canada's Human Resources strategy will focus on maximizing the potential of its workforce while continuing to increase efficiency. It will continue to address critical workforce trends and challenges such as a limited pool of new talent as the population ages, an increasingly competitive market and the need to ensure a diverse workforce. At the same time, it will have to contend with ongoing budget constraints and rapidly evolving technology.