

**CBC/RADIO-CANADA 2009
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 eight 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 federal government. Of the members, 30 per cent are women.

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

Diversity is at the core of CBC/Radio-Canada's mission and vision which state respectively that the goal is 'connecting Canadians through compelling Canadian content' and producing programs that 'reflect Canadians and Canada's regions...' Included among the Corporation's eight corporate priorities is the 'importance of regional reflection and the changing face of Canada'. To mirror Canada's diverse population in our programming, we must ensure that our workforce also reflects this diversity. The Corporation is focused on attracting a diversified talent pool, thus ensuring that diversity is incorporated into the way it recruits and develops its workforce. Through this commitment, the Corporation strives to become an open, inclusive and progressive organization.

Multitude of Platforms

CBC/Radio-Canada delivers content to audiences through a multitude of services, ranging from television and radio to the Internet and satellite radio, from digital audio to streaming video on mobile devices, and much more. Moreover, it is the only Canadian broadcaster to do so in both English and French plus eight Aboriginal languages, to all Canadians. The Corporation's broadcasting reach extends across Canada and around the world in nine languages on its international radio service, Radio Canada International, and in eight languages on its Web-based radio service *RCI VIVA*, offering such things as information and resources to help immigrants discover their new home, along with tools and tips to enable and simplify integration.

Fiscal Realities and Challenges

In 2009, CBC/Radio-Canada achieved unprecedented success with Canadian audiences across all of our services. But at the same time, the Corporation faced unprecedented financial challenges, due to global financial conditions and in particular, falling advertising revenues. This financial crisis led to reductions in programming and staffing levels. To minimise the impact on staff, a voluntary retirement incentive program was introduced which resulted in containing the number of

staff layoffs to a minimum. Further, a recovery plan, approved by the Board of Directors in March 2009, saw the sale of corporate assets to cover the projected shortfall.

II. QUANTITATIVE INFORMATION

The representation rate for women in CBC/Radio-Canada's permanent workforce increased by 5% since 2000. For 2009, women now represent 45% of the permanent workforce. There were 108 (1.5%) Aboriginal Peoples; 131 (1.8%) persons with disabilities; and 471 (6.5%) members of visible minorities occupying permanent positions in 2009.

The growth for women is reflected in 2009 hiring (51%) and promotion (53%) rates that continue to outpace their representation rate in CBC/Radio-Canada's workforce. The hiring rate and promotion rates for members of visible minorities (10.8% and 8.3% respectively) were above the representation rate. The hiring rates for Aboriginal Peoples (0.6%) and persons with disabilities (0.6%) were below their representation rates. However, their promotion rates were equal to their representation rates.

Year-to-Year Variances

This marks the second year that CBC/Radio-Canada is using 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:

- Approximately 300 employees who were non-permanent in 2008 became permanent full-time in 2009 (+300).
- Approximately 115 permanent full-time employees who were on absence without pay in 2008 returned to regular employment in 2009; approximately 160 permanent full-time employees went on to absence without pay in 2009 (Net -45).

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

- Approximately 15 employees who were non-permanent in 2008 became permanent part-time in 2009 (+15).
- Approximately 25 permanent part-time employees who were on absence without pay in 2008 returned to regular employment in 2009 (+25).

- Approximately 40 permanent full-time employees in 2008 became permanent part-time in 2009;
- Approximately 45 permanent part-time employees in 2008 became permanent full-time employees in 2009 (Net -5).

III. QUALITATIVE MEASURES

Communications

Information pertaining to diversity and employment equity can be accessed on the Corporation's website and the employee and manager portals. Here, information can be found on initiatives outlined in the Corporation's annual reports on employment equity and multiculturalism as well as workforce demographics and trends, training programs, corporate policies and more. The website is currently being revamped to enhance the focus on diversity. The Corporation's employee portal regularly features '*People In The Spotlight*' to celebrate and recognize employee contributions including acknowledged diversity champions.

A communications strategy is integral to the Corporation's new three-year Diversity and Equity Plan (2009-2012). Not only does the strategy include providing updates on the implementation of the Plan, but also calls for awareness raising and the promotion of diversity through various initiatives including commemorative events to celebrate diversity (i.e. Black History Month, International Women's Day, Aboriginal Awareness Week), to name a few.

Equity Environment /Inclusive Workplace

Focus on diversity... one of the six identified priorities of the People and Culture function is to develop a sustainable long-term diversity strategy. In support of this, the Corporation's Talent Acquisition and Diversity team is in place to oversee significant steps taken towards hiring, recruiting, retaining, and developing candidates from diverse backgrounds. Apart from this core team, there are two diversity specialists who work for the English and French Networks respectively, and whose focus is on ensuring there is diversity in program content broadcast on all platforms. Diversity considerations are also incorporated in both the English and French Networks' strategic plans.

Employment Systems... a calendar has been created for the review of all People and Culture policies over the next several years. Work is currently underway to revise the policies on Harassment and Accommodation. CBC/Radio-Canada has already in place a number of policies, programs and guidelines that create an inclusive and supportive work environment. These policies include: Employment Equity, Income Protection, Leave including guidelines on alternate work arrangements and leaves of absence. All new People and Culture policies and current policy revisions are vetted by the People and Culture Senior Management Team before they are submitted for approval by Senior Management and/or the Board of Directors.

Corporate Diversity and Equity Plan (2009-2012)... the development of this new plan, led by the Talent Acquisition and Diversity team, was a collaborative effort by management and unionized representatives. Using the results of the workforce analysis, the plan identifies those areas where effort will be focused over the next three years. The objectives outlined in the plan are intended to be both realizable and measurable and which, when implemented, should lead to a more representative workforce. Through implementation of this plan, our focus will shift from an equity

and compliance model to one that increasingly values our commitment to diversity and inclusiveness.

In developing the plan, the principles of both the *Canadian Human Rights and Employment Equity Acts* were taken into account, however, we went a step further and included measures which are designed to be inclusive to ensure that our workforce, at all levels of the Corporation, becomes increasingly diverse and truly reflective of the changing demographic reality of Canada.

The implementation of the actions in this plan will further the strategy to embed diversity principles in programming, human resources and management practices. Already, we've seen the establishment of a governance model including a National Diversity Steering Committee, as one of the key actions identified in the plan. Not only is a mechanism in place to ensure the implementation of the plan is monitored and revised where necessary, but that records are also maintained to reflect this. Updates on the implementation of the plan will be provided on the employee and manager portals.

Diversity Committees... in June 2009, the English Services Diversity Committee was reconstituted and expanded to include more senior management and greater representation from all the areas of CBC's operation, and to ensure all CBC English Services departments are engaged and working in alignment. The mandate of this committee is to strategically direct all of CBC's diversity activity towards "being more relevant to more Canadians" and ensuring that diversity permeates all aspects of our business. In December 2009, a French Services Diversity Committee was established with much the same mandate as on the English side.

Employee Assistance Program (EAP)... is 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. The service provider must also reflect the makeup of the communities served. To ensure the program continues to meet the needs of all employees, there will be efforts to:

- continue to make the EAP services more culturally sensitive to the needs of visible minorities, persons with disabilities and Aboriginal peoples;
- expand the languages in which psychological counseling is available in order to increase culturally sensitive psychological services;
- explore ways of providing more culturally sensitive and relevant EAP information and promotion to all EAP volunteer committees and employees;
- continue to recruit Aboriginal and visible minority employees as well as employees with disabilities to ensure they are represented on local committees.

Diversity Initiatives

Recruitment Tools

CBC DVD/Video and Jobs Site: CBC/Radio-Canada has a recruitment DVD/video 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 and on <http://cbc.radio-canada.ca/emplois/>. The online jobs site which is W3C compliant for visually impaired people, assists the recruiting team and hiring managers to track and

monitor the attraction efforts that have been put in place. The Diversity and Equity Plan calls for the creation of a mandatory list of media to be used for external postings as well as a preferred diversity vendors list to attract more diverse candidates for employment opportunities.

Community Snapshots: Using data from the 2006 Census, an updated version of the Community Snapshots was completed and released to CBC programmers and hiring managers. This tool provides critical information on national and regional demographic trends in the areas of population makeup including diversity, immigration trends, family education, jobs and housing, and consumption of radio and television. It also includes “community input” data which is based on public opinion surveys and community roundtables undertaken by the CBC Regional Partnerships Managers. The community input sections highlight key issues in each of our major cities, and provide specific feedback regarding CBC’s portrayal of diverse communities. Community Snapshots are available on the Corporation’s portal. A French version of the tool will be adapted.

Diversity Hiring Goals: 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 Corporation’s workforce. A similar tool is currently being developed for use by the French Network hiring managers. In the coming years, hiring goals will be linked to an overall recruitment strategy as part of a corporate-wide workforce planning exercise. Further efforts, including those mentioned earlier, will be deployed to support managers in sourcing qualified candidates from diverse candidate pools.

Self-Identification: During the induction process, new hires are given the opportunity to complete and submit a self-identification questionnaire. Over the years, a follow-up process has been in place to ensure that those who haven’t yet completed a questionnaire do so. Employees may at any time choose to update their self-identification information by accessing the online tool. This information is automatically updated in the employee database. A corporate-wide census will likely be undertaken in the coming year.

Recruitment Results

With the change in Canada’s demographics, CBC Research found that more Canadians are looking for different content and different stories with coverage that is more personally relevant. In 2009, CBC responded with a significant undertaking to renew and integrate CBC News across all platforms (radio, television, online). This has resulted in a ‘new and improved’ CBC News that will keep Canadians engaged and well-informed with timely accessible information. We’ve also seen new faces as a result of this initiative from Breaking News Reporters to Hosts on CBC’s News Network.

Outreach and Partnerships

Partnerships... CBC/Radio-Canada continues to enjoy partnerships with other broadcasters including the Aboriginal Peoples Television Network (APTN). Under the guidance of the Conseil des Relations Interculturelles, Radio-Canada is partnered with Publicis, CTV and Media Mosaïque to work on a better representation of minorities in the media and advertising.

A Culture That Embraces Diversity... In cities such as Montreal, Toronto, Winnipeg, Calgary, or St. John’s, CBC English Radio stages a series of editorial boards throughout the year with key community leaders, to foster good external community relations, but also to raise awareness internally and create a strong “culture”. The community speakers may be from the Indo Canadian

community in Toronto, the Chinese or Filipino communities in Calgary, the Aboriginal community in Winnipeg or the Disabilities Coalition in Newfoundland. A similar model has been put in place for radio on the French side, engaging stakeholders representing diverse groups, like Afro Canadians and people from North African origin to reflect together on their point of view on specific themes. Moreover, CBC Montreal has been invited by Radio-Canada to advise the French Service on making stronger connections with diverse communities.

Special Diversity Events... like Black History Month (February) and Asian Heritage Month (May) have been an important part of both audience outreach and internal diversity awareness raising, complementing a strong programming component across the country. For February 2009, a special event was organized in partnership with the Canadian Media Guild. The biggest Black History Month event in CBC history was held in the atrium of the Toronto Production Centre and included special presentations, performances and guest speakers. This was supported by special exhibits in the CBC Reference Library in Toronto and employee profiles on CBC's portal featuring prominent Black employees. Moreover, CBC continued its tradition as the media sponsor of many Asian Heritage Month (May 2009) events across the country. CBC special programming and sponsored events were also featured on CBC's National Asian Heritage website: cbc.ca/asianheritage. Similar initiatives took place for International Women's Day (March 8, 2009) which involved a well-attended panel discussion featuring CBC's most prominent female broadcasters. Other commemorative screenings included Toronto's Pride Week and National Aboriginal Day (both June 2009).

Aboriginal Representation and Reflection... the CBC.ca/aboriginal Web portal, an aggregate of all CBC-produced content on Aboriginal issues across all media, is a vital component of CBC's commitment to Aboriginal representation and reflection. The website continues to be developed and improved. The volume of Aboriginal stories is now being monitored daily.

Languages We Speak... is a database of languages spoken by our employees. This is used as a resource tool 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. Since its launch, the *Languages We Speak* tool has become an invaluable resource for CBC journalists who can call upon other staff members with diverse language skills to provide quick, internal translation assistance. There are currently more than 495 language skills represented in the easy-to-access database.

New Faces/New Voices Rolodex... is the CBC's most diverse contacts database available primarily to journalists, producers and researchers throughout the organization. It is intended to provide an up-to-date resource of experts and analysts on a broad range of topics. More than 400 new listings of expert sources from a variety of backgrounds have been developed so far to diversify not only the appearance of a "panel of experts" but also the sources we turn to for informed comment, point of view and analysis.

Internships/ Mentoring and Training

CBC ensures diversity is reflected by training and mentoring emerging writers of diverse backgrounds. For example, CBC Television, in partnership with West Wind Pictures, supported a writing room internship for an emerging female Muslim television writer, who worked on season three of the television series, *Little Mosque on the Prairie*. Through the internship her writing was developed under close mentorship. This opportunity has also established key relationships, greatly improving the potential for her future success as a television writer.

In Montreal, in partnership with The Writers Guild of Canada and the Mel Hoppenheim School of Cinema (Concordia University), CBC co-presented a two-part pilot initiative called "In The

Writers' Room", which included a three-hour drama clinic and an exclusive drama writing master class. This one-day intensive workshop helped selected participants develop their skills in drama series analysis through in-depth critiquing of their projects. Special effort was made to ensure participants were members of diverse communities.

Seven Donaldson scholarships (established to commemorate the creator of Newsworld) were awarded to journalism students in 2009. Five were awarded to women; two to men. Three visible minorities were included. Of the recipients, three are still with the Corporation full-time while another is currently working on a casual basis.

Training and Development

Several training programs pertaining to diversity and themes of inclusion are currently in development for managers and employees. The programs are summarized below:

Ready to Lead for Managers... is an eight day training program conducted in a traditional classroom setting, targeted at first-line managers. An abbreviated one day session for managers within the People and Culture function was also offered on several occasions. The concept of intergenerational management will be incorporated into this new diversity module thereby reinforcing a flexible management model irrespective of age, gender, nationality, religion and so on.

CBC/Radio-Canada Management Essentials... targeted at new managers, this is a 90 minute program conducted in Webinar format, spread over multiple sessions. This course aims to provide managers with all the information they need to effectively supervise employees from diverse backgrounds. The session will be a sort of "how-to" guide, covering such topics as:

- What diversity means for CBC/Radio-Canada;
- My roles and responsibilities toward diversity as a manager;
- Equity/diversity obligations (hiring goals, self-identification, diversity policy, etc.);
- CBC/Radio-Canada's existing processes for recruiting, interviewing and selecting candidates in a spirit of inclusion;
- CBC/Radio-Canada's diversity best practices and available resources.

Initiation to Diversity... this half-day course will be a sort of "Diversity 101" conducted in a traditional classroom setting and following an interactive format, including role plays to generate discussion among participants. The course aims to:

- Raise participants awareness of the importance of diversity in making CBC/Radio-Canada an inclusive and ever more creative organization;
- Explain CBC/Radio-Canada's definition of diversity;
- Address unconscious misconceptions;
- Seek participants' commitment to achieving at least one objective.

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. The new Diversity and Equity Plan calls for the development of diversity strategies for succession planning activity for key and critical positions in the Corporation.

Retention and Termination

To minimize the impact of the workforce reduction exercise in 2009, a voluntary retirement incentive program was offered to eligible employees to assist them to transition to retirement. Part of the rationale of this program was to ensure that CBC/Radio-Canada maintains a diverse workforce with skills required for the future. 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.

Workplace Accommodation

Over the last year, examples of workplace accommodations ranged from adjustments to workstations and to job functions for those individuals returning to work from disability leave to lighting work in main lobbies, refitted washrooms, installation of special computer equipment for employees with visual impairments and ergonomic assessments. The Corporation continues to invest in building improvements to ensure accessibility for people with impaired mobility, sight and hearing. An accessibility plan is included in the Corporation's new Diversity and Equity Plan.

IV. CONSTRAINTS

Self-identification still presents a barrier to accurate reporting on the Corporation's 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 Corporation's Joint Employment Equity Committee (JEEC), including management and unionized representatives, met three times face-to-face and once by conference call in 2009. A collaborative effort by JEEC members focused on the development of the new Corporate Diversity and Equity Plan (2009-2012) including discussions on accommodation and accessibility matters as well.

VI. FUTURE STRATEGIES

As the nation's public broadcaster, CBC/Radio-Canada is constantly evolving to reflect the ever changing face of Canada and to meet the diverse needs of our audiences. To do this effectively, the Corporation must reflect Canada's diversity within. To accomplish this, the Corporation will implement strategies that enable us to recruit and develop a diverse and skilled workforce from entry-level to the most senior positions within the Corporation. This means offering training and development opportunities that help our employees hone their skills and further the goals of the Corporation. We will look to retention of our valued talent by fostering a supportive and inclusive workplace that applies to not only workplace policies and practices, but to physically accessible spaces too. At the same time, we will have to address critical workforce trends such as a looming labour shortage in the coming years, continuing budgetary constraints, and an increasingly competitive market.