

2013 CBC/RADIO-CANADA EMPLOYMENT EQUITY ANNUAL REPORT TO EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA (LABOUR PROGRAM)

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 two news bureaus in the United States of America and six locations outside North America. The Corporation is governed by a Board of Directors, made of up to 12 members, including the Chair and the President and CEO, all of whom are appointed by the federal government. 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. CBC/Radio-Canada connects Canadians from coast to coast to coast, and in everything we do, we aim to bring the stories and voices that can't be found anywhere else. We are 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

In 2013, CBC/Radio-Canada continued to implement a wide range of projects relating to our five-year strategic plan: *2015: Everyone, Every way*. Launched in February 2011, the plan has three strategic thrusts: providing Canadians with 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.

CBC/Radio-Canada's ongoing evolution into a modern public broadcaster took an important step forward in 2013, with the CRTC's announcement of a new streamlined regulatory framework for the Corporation that will support the ongoing implementation of its *Strategy 2015* plan. The decision also permits CBC/Radio-Canada to introduce advertising to CBC Radio 2 and Espace Musique, which will help the Corporation to ensure that its music services can continue to be a point of discovery for Canadian music fans.

In November 2013, the NHL announced a 12-year deal with Rogers as the exclusive rights holder for NHL hockey in Canada. Through an agreement with this new rights holder, CBC will

continue to broadcast Hockey Night in Canada (HNIC) on Saturday nights, including 320 hours of prime-time hockey and the Stanley Cup Final, for four years following the 2013-2014 season.

New collective agreements were ratified in 2013 with Association des réalisateurs (AR), Association of Professionals and Supervisors (APS), Syndicat des technicien(ne)s et artisan(e)s du réseau français (STARF), Union des artistes (UDA) and Writers Guild of Canada (WGC).

In April 2012, we announced that the Corporation would be facing \$200 million in ongoing financial pressures over the next three years. This comprised a \$115 million cut to our annual appropriation as part of Federal Budget 2012, as well as \$85 million of unavoidable costs and investments to achieve our strategic objectives, including those required to keep pace as a modern public broadcaster. As a result of this announcement, a combined 570 positions have been eliminated so far (2012-2013 and 2013-2014 combined).

Also in 2012, the CRTC announced that the Local Programming Improvement Fund (LPIF) would be phased-out over three years, reducing CBC/Radio-Canada's annual funding by \$47.1 million by August 31, 2014. *Strategy 2015* has been adjusted to reflect the end of this funding, while minimizing the impact on programming and protecting the strategy's core elements.

II. Quantitative Information

The representation rate for women in CBC/Radio-Canada's permanent workforce has increased by 5% over the past decade (46.9% from 42.1%). There were 105 (1.4%) Aboriginal Peoples; 111 (1.5%) persons with disabilities; and 552 (7.6%) members of visible minorities occupying permanent positions in 2013. This is the first time that the number of visible minorities has surpassed the 550 mark.

The growth in representation for women is reflected in 2013 hiring (53%) 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 (16%) and their promotion rate (10%) were both above their representation rate. This marks the seventh consecutive year where the hiring rate has been at or above 10%. The hiring rate for Aboriginal Peoples was also above their representation rate (2.3%). In contrast, the hiring rate for persons with disabilities was below their representation rate (0.5%).

Year-to-Year Variances

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

As any large organization, there are significant year-to-year variances that occur during a reporting period. 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 205 employees who were non-permanent (temporary + casual) in 2012 became permanent full-time in 2013 (Net +205).
- Approximately 180 permanent full-time employees who were on absence without pay in 2012 returned to regular employment in 2013; approximately 150 permanent full-time employees went on to absence without pay in 2013 (Net +30).
- Approximately 30 permanent part-time employees in 2012 became permanent full-time employees in 2013; approximately 30 permanent full-time employees in 2012 became permanent part-time in 2013 (Net 0).

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

- Approximately 25 employees who were non-permanent in 2012 became permanent part-time in 2013 (Net +25).
- Approximately 20 permanent part-time employees who were on absence without pay in 2012 returned to regular employment in 2013. Approximately 5 part-time employees went on to absence in 2013 (Net +15).
- Approximately 30 permanent full-time employees in 2012 became permanent part-time in 2013; approximately 30 permanent part-time employees in 2012 became permanent full-time employees in 2013. (Net +0).

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

Communications

In 2013, many articles were posted on the internal employee website to celebrate employment equity-related events, achievements, awards and programming. In most cases, these were also communicated externally on various web platforms. The following are some of the communications to employees that took place in 2013:

- How to speak of Aboriginal Peoples in the media? This was one of the questions raised at the “Table Autochtone” (Aboriginal Roundtable) held in October at Maison de Radio-Canada in Montreal. At the meeting, a dozen people working in programming at Radio-Canada heard from and spoke with a comparable number of people from different Aboriginal communities; shortly after, the initiative was communicated to all employees. **Meetings such as these provide valuable insight on how to better reflect the Aboriginal communities and their interests in our programming.**
- [A survey of how Canada’s visible minorities adopt media and technology](#) was conducted by the Media Technology Monitor and highlights were communicated to employees. It was found that visible minorities spend more time with online audio and TV than other Canadians, and are also more likely to own and take advantage of all available smartphone capabilities.
- A new pilot project, Culture Café, included a citizenship event in Toronto to mark the beginning of Canadian Citizenship Week. **The event allowed us to connect off-air with our audiences on the topic of Canadian culture and was promoted both internally and externally. Results obtained will be considered to develop our new strategic plan.**

- On International Women’s Day, we invited employees to mark the occasion in a fun and unusual way, by asking them to participate into a [YouTube ‘chain letter’ video post](#) to share video or text responses to the question: “If I knew then what I know now, what advice would I give my teenage self?” (Or, for men who were interested in participating, “What advice would I give to my teenage daughter?”). Multiple employees, both women and men submitted videos.

Equity Environment

In 2013, many activities were held with the aim of 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 better lead and manage their teams. It also provides training to human resources (HR), so that they can support these supervisors and managers in applying their learning. The courses are offered regularly; there are 12 to 16 sessions each year, with 16 managers and supervisors at each session. **Attendees, since the training began in 2008, have been 0.9% Aboriginal Peoples, 1.7% persons with disabilities, 5.8% visible minorities and 50.0% women.**
- **President’s Awards:** The President’s Awards are a great way to share success stories with all CBC/Radio-Canada employees, and to highlight the contributions of outstanding people within our workforce. Starting with the 2013-2014 recognition period, diversity is now included in the nomination questions for the Leadership award.
- CBC/Radio-Canada continued to actively participate in the Federally Regulated Employers – Transportation and Communications (FETCO) subcommittee on employment equity. **This subcommittee works cooperatively with appropriate federal institutions and shares issues and best practices with other employers subject to federal legislation.**
- The 2013 edition of Challenge Us! was held in Montreal in April, with 70 participants from the Corporation – 75% of them participating for the first time. The Challenge Us! event enables employees from across the Corporation to delve into and make recommendations on issues that matter deeply to our future success. One of the tasks asked of participants was to reflect on and suggest ideas of how to better reflect diversity, including within our workforce. **Participants' ideas and recommendations were consolidated and included among the source documents used to inform the development of our new corporate strategy for beyond 2015.**

Employment Systems

CBC/Radio-Canada was audited by the Canadian Human Rights Commission (CHRC) in 2011-2012. Following the audit, an Employment Systems Review (ESR) was completed, which became the foundation of our [Inclusion and Diversity Corporate Plan 2012-2015](#) launched in June 2012. The plan outlines 40 activities that will be put in place to move toward a fully representative workforce over the plan period. The following areas are included in the plan: leadership; monitoring and accountability; recruitment and selection; training and development; talent management; communication, branding and outreach; and accessibility.

In 2013, our self-identification questionnaire known as our “cultural census” continues to be available on the Corporation’s internal website and was an integral part of the on-boarding process for new employees. The questionnaire is divided into two parts:

1. Part I covers the areas that CBC/Radio-Canada is required to report on under the *Employment Equity Act*.

2. Part II deals with matters and groups that are not covered by the *Employment Equity Act*, but that 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. Communications were sent this year to all employees who had not responded to our cultural census. The overall employment equity self-identification response rate saw a marginal increase of 1.3% to 76.8% following the communications bringing us closer to our 80% target. **A high response rate is useful in measuring the diversity of our workforce and allows us to be smarter in our staffing actions, for example by establishing more accurate diversity hiring targets.**

Initiatives for Designated Groups

a) Recruitment

In 2013, the Corporation continued to make 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:

- A major change was the launch of a national Recruitment Centre. Consultations were held with multiple stakeholders from across the Corporation and an extensive review process was conducted, focused on the continuous improvement of recruitment at CBC/Radio-Canada. **Hiring managers gained access to recruitment expertise, including how to better reach diverse candidates.**
- We continued to establish diversity hiring goals across the various departments of the Corporation. This activity is expected to continue over the next years as part of our *Inclusion and Diversity Corporate Plan 2012-2015*. The establishment of hiring goals makes hiring managers even more aware of areas where there are representation gaps within their teams. Hiring goals also help reinforce the added value that having a representative workforce could have for our organization.
- For another year, CBC/Radio-Canada was actively engaged in mentoring initiatives directed towards new Canadians:
 - The 2nd annual recognition evening for mentors of Mentorat Montréal, an initiative of the Conférence régionale des élus de Montréal, took place at La Maison de Radio-Canada in Montreal in October 2013. Five CBC/Radio-Canada employees were among those honoured at the celebration. As mentors with the program, they shared their time and their talents to help new immigrants to Quebec. **Between 2011 and the end of 2013, at least 12 mentorships have now taken place.**
 - A diversity mentorship pilot project was launched by CBC in British Columbia with ISSofBC, a non-profit organization that serves the settlement, training and integration needs of newcomers from all over the world. Volunteers from the CBC pilot group were matched with local immigrants in similar fields and a mentorship relationship was established. **12 mentees were matched, ranging from individuals who, in their countries of origin, had worked as journalists, HR professionals, digital media strategists and program managers.**
- The “Auditions de la diversité Radio” took place again in 2013 and the event was useful in identifying diverse candidates for host and columnist positions for ICI Radio-Canada Première and Espace Musique.

- Our recruitment team also participated in multiple external initiatives to broaden our pool of diverse candidates, including a partnership with the Board of Trade of Metropolitan Montreal and its Interconnection program, aimed toward newcomers. **This partnership resulted in a new immigrant candidate hired in 2012, who was still employed with us at the end of 2013.**
- In 2013, Radio-Canada continued using Mosaïka, a database used by content managers 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 listed.
- Some of the tools that continue to further our recruitment efforts include the CBC/Radio-Canada Jobs site <http://www.cbc.radio-canada.ca/en/explore/jobs/>, 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 our [corporate website](#).

b) Training and Development

- Every year, we invite managers to apply for the HELP Fund. This \$200,000 fund helps managers reach their hiring targets of recruiting and retaining diverse candidates by allocating funding for internships, development opportunities and workplace accommodations. **Out of the total HELP Fund recipients since 2007, 59% were still employed at the end of 2013.**
- Diversity continues to be a key criterion in other internships offered, including the Joan Donaldson CBC News Scholarship and the CBC Radio Peter Gzowski internships.
- Respect in the Workplace workshops restarted in 2013 and were offered in Halifax, Montreal, Ottawa, Toronto and Vancouver. Over 30 union and management employees jointly delivered the workshops to more than 400 employees. **The mandatory 3-hour workshops are focused on helping employees work better together, including on matters of inclusion and diversity.**

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 Corporate Plan 2012-2015*, CBC plans to implement succession planning that includes diversity targets, as well as interview training on cultural sensitivities.

d) Retention and Termination

- A great number of initiatives continue to be in place to meet the needs of CBC/Radio-Canada's diverse workforce and to 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.
- CBC/Radio-Canada continued providing an Employee Assistance Program, which is 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 2012 indicated a 93% satisfaction rate.

- Since 2010, a formal exit interview process has been in place and data from the interview is gathered by the corporate HR department. **For the latest period audited (April 1, 2012 to March 31, 2013) and for the statement “The CBC demonstrates a commitment to diversity,” 77% of the visible minorities/Aboriginal Peoples/persons with disabilities group was favorable. This represents a 6% increase compared to the same period last year and compares positively to the 75% obtained for the whole Corporation.**

e) Reasonable Accommodation

- In 2013, in line with our *Inclusion and Diversity Corporate Plan 2012-2015*, two modifications to our employment systems were made:
 - All offer letters were modified to include an accommodation statement; and
 - The exit interview process was modified to ask respondents if they had accommodation needs and, if so, whether or not those needs were met (including a section for comments).
- In 2013, accessibility work was performed in Ottawa following the audit done in 2010. Following the audits conducted in Regina and Whitehorse in 2012, action plans were launched for priority work, such as access ramp outside the building, door hardware changes, washroom hardware replacement, signage and counter height modification. All audit findings result in action plans that are integrated into our [national accessibility plan](#) (appendices 1 and 2).

IV. Constraints

- With the help of our 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: at the end of 2013, approximately 23% of our workforce had not completed the cultural census.
- Multiple budget pressures continue to result in reduced staffing opportunities, which may slow 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. Our Joint Employment Equity Committee, made up of management and unionized employees, met twice in 2013. In addition, joint projects were worked on outside the committee, such as a communication strategy on the importance of completing the cultural census. There are also other formal CBC and Radio-Canada committees to discuss on-air and workforce diversity initiatives.

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. Our *Strategy 2015* helps us 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*, People and Culture (i.e. our HR department) implemented a new three-year strategic plan in 2012–2013, focused on enabling our people to lead and support the ongoing transformation of CBC/Radio-Canada. This plan will help us to recruit and develop a diverse and skilled workforce from the entry-level to the most senior positions in the Corporation. Among our recruitment priorities, the development of a talent pipeline and more community outreach will help us to attract more candidates, including those from diverse backgrounds. We will also continue to work to improve the response rate to our self-identification questionnaire in order to accurately reflect the representation of the designated groups in our workforce. Our employment systems, practices and policies will continue to be reviewed with a focus on ensuring a supportive and inclusive workforce.