

2014 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 up of 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 2014, CBC/Radio-Canada continued to implement a wide range of projects relating to our five-year strategic plan: *2015: Everyone, Every way*. Due to market and funding realities, however, we had to take difficult measures to balance our 2014-2015 budget. On April 10, 2014, the Corporation announced \$130 million in budget cuts and the elimination of the equivalent of 657 positions over two years.

We accelerated planning on our next five-year strategy and on June 26, 2014, the Corporation launched *A space for us all*, the strategy that will modernize the public broadcaster as we move towards 2020. *A space for us all* aims to bring us closer to our audience through focus on and investment in content and how we deliver it. Our goal is to make the broadcaster even more relevant for current and future generations. As part of our new strategic plan, we announced that by 2020, the Corporation would have 1,000 to 1,500 fewer employees: in the fall 2014, the

equivalent of close to 400 positions were eliminated. The new plan builds on the success of *2015: Everyone, Every way*.

CBC's broadcast and digital rights contract with the National Hockey League ended in June 2014. We will continue to broadcast Hockey Night in Canada (HNIC) for the next four years, and will provide production resources for the games aired on CBC. Editorial control now belongs to a private company.

The Local Programming Improvement Fund (LPIF), which contributed close to \$47 million to CBC/Radio-Canada's local programming, was phased out as of August 31, 2014.

On September 19, 2014, the Canada Industrial Relations Board (CIRB) ruled that the existing French Services bargaining units were no longer appropriate for collective bargaining. In light of the CIRB decision, the Corporation applied on December 17, 2014 to suspend all current and pending negotiations with the French Services unions.

II. Quantitative Information

The representation rate for women in CBC/Radio-Canada's permanent workforce remained at the same level as last year (46.9%). There were 100 (1.5%) Aboriginal Peoples, 112 (1.7%) persons with disabilities and 563 (8.4%) members of visible minorities occupying permanent positions in 2014.

In 2014, women received a 53% share of the hires and a 47% share of the promotions. The hiring rate for members of visible minorities (13%) was above the group's representation rate. This marks the eighth consecutive year where the hiring rate has been at or above 10%. The hiring rate for Aboriginal Peoples was above the group's representation rate (2.3%). For persons with disabilities, despite no hires during the year, the representation rate for this group improved marginally as a result of existing employees self-identifying during the year.

Year-to-Year Variances

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

As for any large organization, there are significant year-to-year variances that occur during a reporting period. Jobs created are assigned National Occupational Classifications (NOCs), and existing jobs are reviewed to ensure they still reflect the NOCs previously assigned to them. As a result, there are always shifts in the occupational group distributions from one year to the next that aren't accounted for by workflow alone (hires, promotions and terminations). There are also the usual year-to-year (workflow) variances resulting from employee movement within occupations and 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, an employee who was in this group on an acting basis in 2013 returned to his original level in 2014. This wouldn't be counted as a termination, but would be an unaccounted-for difference. There was also an employee who went on absence in 2014 and is categorized as "Other" this year; this results in an unaccounted-for difference.
- Approximately 120 employees who were non-permanent (temporary and casual) in 2013 became permanent full-time in 2014 (net +120).
- Approximately 60 employees who were permanent in 2013 became non-permanent (temporary and casual) in 2014 (net -60).
- Approximately 145 permanent full-time employees who were on absence without pay in 2013 returned to regular employment in 2014; approximately 175 permanent full-time employees went on absence without pay in 2014 (net -30).
- Approximately 40 permanent part-time employees in 2013 became permanent full-time employees in 2014; approximately 30 permanent full-time employees in 2013 became permanent part-time employees in 2014 (net +10).

There was little in the way of year-to-year variance for permanent part-time employees.

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

Communications

In 2014, 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. All initiatives prove useful to raise employee awareness. The following are some of the communications to employees that took place in 2014:

- In February, as part of Black History Month (BHM), Radio-Canada invited employees to participate in the multiple celebrations the Corporation was taking part in through all its services. Please click on the link to view the section of the [Radio Canada International \(RCI\) website](#) dedicated to the 2015 celebrations.
- One of our managers for program development at CBC Radio was awarded, as part of BHM, an African Canadian Achievement Award (ACAA), recognizing his excellence in media.
- In May, our vice-president of People and Culture, our human resources (HR) department, was honoured with the Coup de cœur award at the annual Gala Trophées Femmes Arabes du Québec. The award celebrates the contributions of extraordinary women who have distinguished themselves in their professional milieu for their skills, achievements and innovative spirit.
- In May, Radio-Canada supported the Gala des lys de la diversité, an annual event where awards are given to media productions that stand out for their diversity content. RCI won a Lys Award for its production [Aboriginal Peoples, the Other Story](#).
- Also in May, and as part of Asian Heritage Month, Radio-Canada employees were invited to test their knowledge of Asian culture by taking a quiz made up of questions created by some of their colleagues of Asian background. Employees were also invited to experience the special content created for the event on multiple platforms.

- In August, a CBC News video journalist was the 2014 recipient of the Debwewin Citation for excellence in First Nations storytelling. The award, given out by the Anishinabek Nation, based in North Bay, recognizes those who report about native and First Nations issues.
- In October, Radio-Canada partnered with K eroul for the first *Destinations for All* world summit on tourism accessibility in Montreal, where more than 30 countries were represented. **After the summit, Radio-Canada submitted to an audit and eventually obtained an Accessibility Certification for the Visitors Tour of the Maison de Radio-Canada in Montreal.**
- Also in October, employees at Maison de Radio-Canada in Montreal were invited to chat with personalities P en lope McQuade and St ephane Laporte about the day-to-day reality of living with a disability.
- In November, the CBC Aboriginal Digital Unit won the “Community Handshake” President’s Award. The unit turned the cbc.ca/aboriginal website into a dynamic hub that connects and brings together members of the Aboriginal community and also shares stories, information and resources with all interested Canadians. 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.

Equity Environment

In 2014, many activities were held aimed at fostering an inclusive workplace that encourages employment equity and diversity:

- The training program Ready to Lead continued to give front-line supervisors and managers the skills and knowledge to better lead and manage their teams. It also provided training to HR, so that they could support these supervisors and managers in applying their learning. Since the program began in 2008, there have been 12 to 16 sessions each year, with 16 managers and supervisors at each session. **Attendees, since the training began in 2008, have been made up of 1.0% Aboriginal Peoples, 1.6% persons with disabilities, 5.8% visible minorities and 46.0% women.** A new leadership program will be launched in 2015.
- At CBC, we continued to use ECHOS, a tool used to gauge reflection of diversity within our radio and television content. The tool is used to focus on the reflection of visible minorities and Aboriginal Peoples. It provides a high-level snapshot through self-assessment that can inform program development, scheduling and content decisions. In 2015, we will also be capturing reflection of persons with disabilities.
- A similar program, ECO, was used at Radio-Canada to track diversity in TV Entertainment and Drama. For News, Current Affairs and Radio, Radio-Canada has the capacity to do a minute analysis of every program thanks to its comprehensive and efficient archives system. **By tracking on-air diversity, we can better understand how we reflect the communities that we serve and can adjust our course, as necessary.**
- From February to May, employees were invited to contribute to “The Gems,” a monthly series of 90-seconds or shorter videos that explored important people themes at CBC/Radio-Canada, diversity being one of the themes. **The tool was useful as it gave employees one more forum to share their ideas and experiences on diversity and to provide insights on how to become an employer that is even more representative of the Canadian population.**
- 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 a number of federal institutions and shares issues and best practices with other employers subject to federal legislation.

Employment Systems

CBC/Radio-Canada was audited by the Canadian Human Rights Commission (CHRC) in 2011-2012. Following the audit, an Employment Systems Review was completed, which became the foundation of our [*Inclusion and Diversity Corporate Plan 2012-2015*](#) launched in June 2012. The plan outlines 40 activities to 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 2014, we started developing our new employment equity plan, which will cover the 2015-2018 period. Employee representatives will be involved in the plan's creation.

In 2014, our self-identification questionnaire, known as our “cultural census,” continued 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. National joint union-management communications were sent this year to help improve the response rate. By the end of 2014, the overall employment equity self-identification response rate had seen an increase of 4.8% to 80.8% surpassing our 80% target for the first time since 2009. **A high response rate is useful in measuring the diversity of our workforce and allows us to be smarter in our staffing actions (e.g., establishing more accurate diversity hiring targets).**

We also launched a new employment equity questionnaire that is used as part of the staffing process. The new questionnaire is mandatory for all candidates applying through our recruitment software; however, candidates always have the choice to select “I'd rather not answer” for each question if they do not wish to self-identify. **The new questionnaire is useful to better understand the successes of our attraction strategies and enables us to adapt them when necessary.**

Initiatives for Designated Groups

a) Recruitment

In 2014, 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:

- We continued to establish diversity hiring goals across the various departments of the Corporation. At the end of 2014, goals had been established for all departments of all components 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. The exercise also helps reinforce the added value that having a representative workforce could have for our organization.** This activity is expected to remain as part of our new inclusion and diversity plan, which will cover the 2015-2018 period.
- In May, Radio-Canada welcomed two Aboriginal radio journalists for a week of training in Montreal with radio and digital news and current affairs crews. Both interns were chosen by the Aboriginal radio network SOCAM (Société de communication Atikamekw-Montagnais).
- In August, in collaboration with the Université de Montréal, Radio-Canada welcomed a group of 12 Aboriginal students for a day of workshops in Montreal. This took place as part of a program to help some Aboriginal students become more familiar with undergraduate studies.
- In November, CBC held its second annual CBC Match-Up networking event, where writers, producers and directors who are members of visible minorities or Aboriginal Peoples were invited to CBC to network with our creative decision makers and our key partners in production. With almost 100 participants and contributors in attendance, it was a great success, and led to six formal programming pitches to CBC creative heads.
- For another year, CBC/Radio-Canada was actively engaged in mentoring initiatives directed towards new Canadians. At CBC, we continued our mentoring program launched in British Columbia in 2013 in partnership with Immigrant Services Society. In December 2014, CBC Toronto employees were invited to attend the 10th anniversary celebration of The Mentoring Partnership, a program of the Toronto Region Immigrant Employment Council, where they learned about the benefits of engaging with new immigrant professionals.
- In 2014, Radio-Canada increased the outreach of Mosaïka, a diversity database used by content managers to increase the on-air representation of collaborators from different cultural backgrounds. **While Mosaïka is a directory of personalities, a specific group of 100 subject matter experts was identified and that group is now part of the principal sources database used by news researchers.**
- 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 and contains a section on our [commitment to talent and diversity](#). Applicants are invited to submit their resumes in response to specific job postings or alternatively to submit their resumes to 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, are made public and can be accessed on our [corporate website](#).

b) Training and Development

- Every year, we remind managers of the HELP Fund. This \$175,000 fund helps managers reach their hiring targets of recruiting and retaining diverse candidates by allocating funding for internships and development opportunities. **Out of the total number of HELP Fund**

recipients since 2007, 52% were still employed at the end of 2014, a higher retention rate than our entire workforce for the same period.

- Respect in the Workplace seminars, which are a joint union-management initiative through the Working Group on Employee Health Care, continued in 2014. In addition to the in-person workshops, a well-received 90-minute webinar was made available for those whose schedules would not permit in-person attendance. **The mandatory trainings are focused on helping employees work better together, including on matters of inclusion and diversity.**

c) Promotion

- While succession planning was included in the *Inclusion and Diversity Corporate Plan 2012-2015*, the activity was put on hold to focus our efforts on restructuring our activities. More emphasis is to be expected coming from our new three-year inclusion and diversity plan.

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. Articles in 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 2013-2014 indicated a 93% satisfaction rate with the Program.

e) Reasonable Accommodation

- In 2014, in line with our *Inclusion and Diversity Corporate Plan 2012-2015*, we continued to use improved HR tools, such as the following:
 - All offer letters include an accommodation statement; and
 - The exit interview process asks respondents if they had accommodation needs and, if so, whether or not those needs were met (including a section for comments).
- In 2014, accessibility work was performed in St. John's following the latest audit. This included updating existing washrooms. Following the latest audits in Yellowknife and Edmonton, action plans were launched for priority work, such as constructing an access ramp outside the building, changing security equipment, replacing washroom hardware and updating signage. We also launched an accessibility compliance evaluation grid. 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 self-identification. However, work remains to be done as self-identification information in our HR database still proves challenging to use: at the end of 2014, approximately 19% 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 three times in 2014. 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. In 2015, the Corporation will continue with the implementation of *A space for us all*, the strategy that will modernize the public broadcaster as we move towards 2020.
- People and Culture adjusted its three-year strategic plan to align it with *A space for us all*. The HR plan focuses on enabling our people to lead and support the ongoing transformation of CBC/Radio-Canada. This plan prioritizes the recruitment and development of a diverse and skilled workforce from the entry-level to the most senior positions in the Corporation. Among the activities found in our three-year strategic plan, the launch of our 2015-2018 inclusion and diversity plan will be instrumental for the Corporation to remove employment barriers for the four designated groups and focus its efforts to become even more representative of the diverse Canadian population and more relevant for the communities that we serve.
- We will also continue to work to further 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.