

Annual Report on the Operation of the *Canadian Multiculturalism Act* 2007-2008

FEDERAL INSTITUTION SUBMISSION TEMPLATE (simplified version)

In accordance with the reporting requirements of the *Canadian Multiculturalism Act*, please complete the following submission template for federal institutions for the reporting period April 1, 2007 to March 31, 2008. To assist your organization to complete the template and fulfill its legislated reporting requirement, a Submission Guide is enclosed for your reference.

ABOUT YOUR INSTITUTION	
Name of federal institution (please provide in both official languages):	
CBC/Radio-Canada	
Name of person responsible for approving submission (on behalf of your institution):	
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N/A	

Title:	
N/A	
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STATISTICAL INFORMATION	
Total number of employees in your institution (as of March 31, 2008). <i>“Employees” is defined as the total number of indeterminate and term employees:</i>	9,044

SECTION 1	REFLECTION OF CANADA'S MULTICULTURAL REALITY IN FEDERAL INSTITUTIONS		
<i>Please refer to the Submissions Guide for general information on the purpose of each section.</i>	YES √	NO √	
Q. 1.1	Does your institution's vision, mission, mandate and/or priorities statement(s) include reference to multiculturalism?	√	
	<p>If yes, please provide related section. If the reference to multiculturalism is new during the 2007-2008 reporting period, please highlight the change.</p> <ul style="list-style-type: none"> • CBC/Radio-Canada has the mandate to reflect Canadian culture. The 1991 Broadcasting Act states that the programming provided by the CBC should among others “be predominantly and distinctly Canadian and should reflect the multicultural and multiracial nature of Canada”. As the nation’s public broadcaster, CBC/Radio-Canada creates and broadcasts high quality programming reflecting the country’s different regions, its increasing diversity and evolving cultures. • The notion of diversity is integral to both the Corporation’s mission and vision which state respectively that CBC/Radio-Canada programming must “reflect Canadians and Canada’s regions” and “connect Canadians through compelling Canadian content”. • In support of this, the Corporation’s stated core values include public service, journalistic excellence, leadership and teamwork in which many people with diverse talents and perspectives work together to accomplish goals. • The Corporation’s strategic priorities support this emphasis wherein recognizing the importance of regional reflection and the changing face of Canada is key. 		
Q. 1.2	Does your institution have policies related to multiculturalism?	√	
	<p>If yes, please provide details of related policies. If a policy, or policies related to multiculturalism was newly created, or revised during the 2007-08 reporting period, please highlight the section that is new or changed.</p> <ul style="list-style-type: none"> • Human Resources Policy Non-Discrimination and the Duty to Accommodate • Human Resources Policy on Employment Equity • Human Resources Policy on Staffing • Human Resources Policy on Harassment • Program Policy on Stereotypes in CBC Programming • Program Policy on Sex-Role Portrayal • Program Policy on Multicultural Programming 		
Q. 1.3	Does your institution have programs related to multiculturalism?	√	
	<p>If yes, please provide details of related programs. If a program has been newly created, or has been revised during the 2007-08 reporting period to reflect multiculturalism, please highlight the change.</p> <ul style="list-style-type: none"> • <u>Baseline Diversity Measurement Tool</u>: In 2007, a tool was implemented for screening regional programs, providing a baseline of on-air talent. The tool allows managers to more accurately gauge which regions are well reflected, 		

	<p>and where there is a need to hire to be more representative of diversity.</p> <ul style="list-style-type: none">• From a programming perspective, English Television is implementing new communications habits that reflect the needs of new Canadians. Consider 'Test the Nation' and 'Dragon's Den' where press releases were translated to Chinese and Punjabi and distributed to third-language media. Or Radio Canadian 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.
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SECTION 2		PRESERVING AND SHARING CULTURAL DIVERSITY	
		YES	NO
		√	√
Q. 2.1	Did your institution undertake initiatives to foster a corporate culture that embraces diversity?	√	
Q. 2.2	Did your institution undertake initiatives to celebrate Canada's cultural heritage among employees?	√	
Q. 2.3	Did your institution undertake initiatives to celebrate Canada's cultural heritage with the general public?	√	
Q. 2.4	Did your institution undertake initiatives to promote exchanges and cooperation among diverse communities of Canada?	√	
<p>If you responded yes to any of the questions above, please provide details on the most meaningful initiative your institution undertook.</p> <ul style="list-style-type: none"> • CBC/Radio-Canada is the only Canadian broadcaster to deliver a comprehensive range of news, information, entertainment and sports programs to Canadians through 28 different services. These are offered on Radio, Television, the Internet, and satellite-based services, in both English and French plus eight Aboriginal languages, in nine languages on its international Radio service, Radio Canada International, and in eight languages on its Web-based Radio service RCI viva. • 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. This plan is the first step to aligning the efforts among all media lines and departments to ensure CBC reflects Canada's changing diversity in its programming and staffing initiatives. • To raise awareness of Canada's cultural heritage among employees, a multi-cultural calendar was prepared highlighting various religious and cultural holidays. This tool was prepared, along with other resources and tools for CBC/Radio-Canada's employee portal. • Diversity efforts were further demonstrated through countless outreach initiatives throughout the country including breakfast club meetings with local community members, celebration of days and events targeting various groups including National Aboriginal Day and Lunar New Year celebrations, sponsorship of festivals honouring different ethnic and cultural groups, partnerships with educational institutions to deliver English language lessons to new immigrants, town halls on major cities' cultural mosaics, literacy events and live remote broadcasts from diverse communities throughout Canada. • 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. • Continuing its long-standing tradition of celebrating Canadian culture, some CBC locations including Toronto and Edmonton hosted citizenship ceremonies on-site during Citizenship Week, where close to 350 new Canadians from all 			

corners of the world, were sworn in as citizens. A Toronto Regional Immigrant Employment Council exhibit was also held in the atrium of the Toronto Broadcasting Centre for the duration of Citizenship Week.

- Consistent with the Corporation's mandate to bring diverse regional and cultural perspectives into the daily lives of Canadians, CBC launched a comprehensive website called CBC Aboriginal coinciding with 'National Aboriginal Day' on June 21st, 2007. Located at www.cbc.ca/aboriginal, the website showcases CBC's coverage of aboriginal issues on Television, Newsworld, Radio and CBCNews.ca. It is hoped the information accessed on this website will enhance the connection with aboriginal communities in Canada and serve as a resource tool for communities, schools, businesses and industry.
- In 2007, CBC's inaugural national Asian Heritage Month website, CBC.ca/asianheritage, showed a daily archival web blog by a CBC media archivist, featuring content from CBC's Radio and Television archives. The daily posts often tied into events taking place in major centres. The national website was also connected to the local Asian Heritage Month websites in Calgary, Montreal, Ottawa, Toronto, Vancouver and Winnipeg.

SECTION 3		POLICIES, PROGRAM DELIVERY, AND PRACTICES	
		YES	NO
		√	√
Q. 3.1	Did your institution develop policies that took into consideration multiculturalism and diversity?	√	
Q. 3.2	Did your institution develop programs that took into consideration multiculturalism and diversity?	√	
Q. 3.3	Does your institution encourage employees to integrate diversity and multiculturalism into regular activities?	√	
<p>If you responded yes to any of the questions above, please provide details on the most meaningful policy, program or activity your organization developed.</p> <ul style="list-style-type: none"> • Diversity principles are embedded in the national recruitment and selection strategy, launched in January 2008. There are plans to further embed diversity in the development of a corporation-wide orientation program for new hires. • Employees are supported by the Corporation's Employee Assistance Program, a confidential counseling service which is provided to all employees, retirees, and their families. The services are available in both official languages and in Inuktitut in the North. As diversity is a core value of this program, service providers must reflect the makeup of the communities served. Usage rates confirm this program provides essential support to employees. • Multiculturalism is integrated in everything we do at CBC/Radio-Canada, whether through internal communications, human resources programs and initiatives or on-air programming. We constantly look at ways to be representative of the community in which we live. • In the past year, Radio-Canada Television strengthened its reflection of Canada's diverse regional perspectives in its News and Information service. 'Espace Musique' gave audiences an even more musically diverse environment through partnerships with cultural communities for events like 'Le festival due monde arabe' and 'Nuits d'Afrique', and through support for homegrown talent via programs like 'Sacre talent!' 			
Q. 3.4	Did your institution deliver training to employees to increase awareness and knowledge of multiculturalism and diversity issues?		
If yes, what sort of training was provided?			
	o Diversity/Cross-Cultural Understanding Training sessions were provided on 'Inclusive Recruitment and Retention' and 'Aboriginal Matters'	√	
	o Communicating in a Multicultural Workplace		
	o Anti-Racism/Discrimination		
	o Employment Equity		
	o Policy Development and Multiculturalism		
	o Program Development, Delivery and Diversity		
	o Other (please specify): 'Respect in the Workplace'	√	

Q. 3.5	<p>Number of employees from your institution that participated in multiculturalism/diversity training activities.</p> <ul style="list-style-type: none"> • 'Respect in the Workplace' workshop – about 65% of all employees have taken the workshop since their roll-out began in March 2007. • 'Inclusive Recruitment and Retention' workshop – a total of 171 employees participated in 15 workshops across the country. • 'Aboriginal Matters' workshop – 40 English Television journalists/managers/programmers attended this one-day conference. The event heightened awareness among participants that aboriginal news is part of CBC's pursuit of broadcaster excellence, provided a key networking opportunity for aboriginal employees, and recognized aboriginal employees as valued and integral to newsrooms across Canada. 		
Q. 3.6	Are multiculturalism and/or diversity elements further incorporated into other training courses and learning events?	√	
	<p>If yes, please provide details.</p> <ul style="list-style-type: none"> • In 2007, CBC's senior management team was given a presentation by Milton Coleman, Deputy Managing Editor of the 'Washington Post' on how they transformed their editorial to more authentically represent the diversity of the Washington community. • Moreover, CBC News editorial boards designed for senior program leaders in Radio/TV/Online news, feature high profile speakers who reflect the diversity of voices, opinion, politics and ideas in Canada with special attention paid to Aboriginal and disabilities issues/content. Considerable progress has been made in creating a greater awareness of what is important to these targeted groups, people and their communities. • In addition, diversity training designed to help programmers and journalists make editorial choices aimed at improved reflection of their community was given in five major cities this past year. 		
Q. 3.7	Is senior management in your institution responsible for implementing multiculturalism in your institution?	√	
	<p>If yes, please provide details.</p> <ul style="list-style-type: none"> • Hiring goals and objectives were set this past year by the English and French Network's key TV and Radio managers to improve the overall representation of diversity groups in the Corporation's workforce. New goals were set in 2008 based on an assessment of the results achieved for 2007. 		

SECTION 4		EMPLOYMENT OPPORTUNITIES IN FEDERAL INSTITUTIONS	
		YES √	NO √
Q. 4.1	Throughout your institution, does your workforce represent Canada's diversity?	√	
	If yes, please provide details. Also, please specify how you measure the diversity of your workforce. <ul style="list-style-type: none"> Over the past five years (2003-2008), there has been steady progress in CBC/Radio-Canada's workforce representation of visible minorities, Aboriginal People and women. 		
Q. 4.2	How does your institution benefit from having a multicultural workforce?		
	Please provide details. <ul style="list-style-type: none"> A multicultural workforce has enabled CBC/Radio-Canada to better reflect Canadian audiences through its on-air talent and those behind the scenes producing the stories. We are better able to tell the stories affecting Canadians because we can penetrate communities which up until now were never accessed. 		
Q. 4.3	Does your institution have goals for any specific groups for: <ol style="list-style-type: none"> employment, advancement, and retention? 	√	
Q. 4.4	During the 2007-08 reporting period, did your institution undertake initiatives to: <ol style="list-style-type: none"> increase the number of employees of different backgrounds, better support employees of different backgrounds, and retain employees of different backgrounds? 	√	
If you responded yes to Questions 4.3 or 4.4, please provide details on the most meaningful initiative your institution undertook. <ul style="list-style-type: none"> Refer to section 1.3 for a description of the baseline diversity measurement tool. See information in Section 3.7 on hiring goals. There are a number of internship programs at CBC/Radio-Canada used to tap into talent from diverse backgrounds. The HELP Fund is one such program which provides an opportunity for diverse candidates to gain the necessary knowledge, skills and competencies to successfully compete for job opportunities or to bridge employment until vacancies arise for which they're qualified. Coaching and mentoring are two key aspects of this internship program. In 2007/08, 24 internships were supported by the HELP Fund. Projects included internships in on-air, technical and support roles in both English/French Television and Radio departments. Since 1999, almost 50% of the interns have been retained in continuing roles. 			

Q. 4.8	Does your institution face particular challenges with respect to employment and advancement of persons of different ethno cultural backgrounds?	√	
	<p>If yes, please provide details.</p> <ul style="list-style-type: none"> • Challenges are common when managing a team made up of diverse individuals with unique backgrounds, perspectives and ideas. In meeting these challenges, CBC/Radio-Canada recognizes the need for a respectful workplace and where employee needs are accommodated. There are countless examples of workplace accommodation ranging from physical adaptations to flexible schedules and compressed work weeks. • Over the past year, many locations now have rooms designated for personal use by employees. • Self-identification still remains a barrier to accurate reporting on the workforce representation of diverse employees as well as for workforce planning purposes. To address this, an automated follow-up process at the employee induction phase has been implemented to ensure all new hires are reminded to complete and submit the self-identification questionnaire. Currently, 81.5% of all employees have completed and submitted a self-identification questionnaire. This percentage rises to 95.5% of all new hires in 2007. 		

SECTION 5		LANGUAGE AND CULTURAL UNDERSTANDING IN FEDERAL INSTITUTIONS	
		YES	NO
Q. 5.1	Has your institution undertaken initiatives to incorporate the language skills of employees from various backgrounds?	√	
Q. 5.2	Has your institution undertaken initiatives to incorporate the cultural insights of employees to improve policy-making functions and/or enhance service delivery?	√	
Q. 5.3	Did your institution undertake other initiatives related to use of language skills and cultural understandings?	√	
<p>If you responded yes to one of the questions above, please provide details on the most meaningful initiative your institution undertook.</p> <ul style="list-style-type: none"> • 'Languages we speak' is a database of the languages spoken by employees. This is used as a resource when there is a need for interpreters or contacts within specific linguistic communities. Employees may add or update the languages they speak in the database whenever they wish. • See preceding sections 1.3, 3.3, 3.5, 3.6 for information on how the cultural insights of employees have enhanced service delivery. • When the 2008 Stanley Cup Playoffs got underway this year, for the first time ever during the NHL post-season, CBC's 'Hockey Night in Canada' featured Mandarin language broadcasts through each round of the playoffs, available at CBCSports.ca. • CBC (online) offers an opportunity for people to learn English as a second language through listening to CBC. 			
SECTION 6		DATA COLLECTION AND RESEARCH FOR POLICY AND PROGRAM DEVELOPMENT	
		YES	NO
Q. 6.1	Did your institution conduct research with multicultural components?	√	√
<p>If yes, please provide examples of research activities and, if possible, how research results were used.</p> <ul style="list-style-type: none"> • Radio-Canada French Services conducted their annual surveys <i>Baromètre de la Télévision française</i>, <i>Baromètre Internet</i> and <i>Les francophones et la radio</i> among Canadian francophones, as well as surveys on Specialty Channels and RDI. These surveys included questions to identify New Canadians, and assess their interest for various types of content as well as their usage of TV/Radio and Internet services. These surveys also included questions on perceptions vis-à-vis Radio-Canada television and radio services: reflecting ethnic diversity, helping understand other cultures, information on what is happening elsewhere in the world. • Radio-Canada Montreal Research conducted a focus group among a variety of 			

	<p>Canadians including New Canadians to see whether Immigration status had any effect on perceptions of a specific television show. Another qualitative analysis was done on the representation of cultural minorities among the lead characters of the top 20 most popular children and teen television shows.</p> <ul style="list-style-type: none"> • The CBC Research Toronto FIATS study tracks a series of questions regarding cultural diversity and how the network is performing in that regard. The specific statements include: “has programs that reflect the cultural diversity of Canada”, “has entertainment programming that reflects the cultural and ethnic diversity of Canada”, “has news programming that portrays all people fairly, regardless of their ethnic/cultural background”, “has anchors and reporters that reflect the multiculturalism of Canada”, “CBC Radio One does a good job of reflecting the ethnic and cultural diversity of Canada”. Ongoing custom research conducted by CBC Research Toronto included questions to assess whether CBC TV and CBC Radio programming reflects the cultural diversity of Canada. Questions also address whether CBC TV news programming portrays people fairly regardless of their ethnic or cultural background. Toronto research also conducted custom research projects, that capture and analyze their data against the standard Stats Canada ethnicity question. In addition, a basic “visible minority” question was included. • CBC/Radio-Canada Research & Strategic Analysis asked about ethnic background and whether participants considered themselves to be a visible minority as part of its annual QRS survey and Teen Survey (TNT). This information can be cross-referenced against various media usage and Performance Indicator questions. • CBC also purchases the syndicated study “Diversity Monitor” from SRG (Solutions Research Group) annually. • Corporate Communications conducted their biennial Opinion Leader Survey that asked about the importance and performance of CBC/Radio-Canada in terms of reflecting the multicultural nature of Canada and providing programs of interest to many different groups of people. Stakeholders were also asked to rate CBC/Radio-Canada’s current programming and services in fulfilling one of the Corporation’s mandate requirements to reflect the multicultural and multiracial nature of Canada
Q. 6.2	<p>Did your institution undertake other initiatives related to collecting statistical data?</p>
	<p>If yes, please provide examples.</p> <ul style="list-style-type: none"> • Performance Indicators for CBC/Radio-Canada TV and Radio Services among key ethnic communities and visible minorities are published in our annual report. • CBC/Radio-Canada’s QRS results regarding adoption and use of new media technologies were used to assess the popularity of Internet video and audio technologies among Canadians of non-North American or non-European background and whether they self identify as a visible minority. These results are distributed internally as well as marketed outside the Corporation. • Results of CBC Research Toronto’s initiatives to measure how English services reflect the multicultural nature of Canada are reported in ETV and ERN annual Report Cards.

SECTION 7		CONSULTATION AND COLLABORATION WITH COMMUNITIES	
		YES √	NO √
Q. 7.1	Did your institution undertake initiatives to improve federal services for ethnocultural groups?	√	
Q. 7.2	Did your institution collaborate or partner with ethnocultural community organizations to help promote federal programs?	√	
Q. 7.3	Did your institution collaborate or partner with ethnocultural community organizations to help deliver federal programs?	√	
Q. 7.4	Did your institution consult ethnocultural communities?	√	
Q. 7.5	Did your institution undertake other initiatives that promote policies, programs and practices to enhance contributions from diverse communities?	√	
<p>If you responded yes to one of the questions above, please provide details on the most meaningful initiative your institution undertook.</p> <ul style="list-style-type: none"> • See section 2.4 for information on CBC's involvement with Citizenship Week and National Aboriginal Day. • See cbc.ca/citizenship: CBC's website to promote Canadian culture, as well as encourage immigration and multiculturalism. • CBC and Manitoba Labour and Immigration launched a site called "Learning English with the CBC". The site has teaching and learning tools to teach English as an additional language and uses radio stories from the weekly CBC Radio One podcasts. The site has been well received by newcomers as well as EAL teachers. The site averages 700-900 unique visitors per month including teachers and learners. CBC received great support from Citizenship and Immigration Manitoba who created a monthly newsletter about the lessons from their teachers plus had a display to promote the site at different conferences. • Consultation with ethnocultural communities takes place through editorial boards, diversity round tables, town hall meetings and caller-feedback on programs accessed on various platforms (i.e. on-air, online etc). In addition, CBC/Radio-Canada sponsors, promotes or hosts a myriad of community and cultural events throughout the year resulting in heightened awareness of and connection with the multicultural community. • English Radio's Rolodex is an intranet database of expert sources from a variety of backgrounds that is continually updated and made available to journalists and researchers, resulting in a larger representation of people, stories and perspectives being represented on-air. 			

SECTION 8		SUCCESSSES AND CHALLENGES	
		YES	NO
		√	√
Q. 8.1	<p>Considering your responses to the preceding questions, please highlight one or two initiatives that you would like to showcase as an example of how your institution furthered the principles of the <i>Canadian Multiculturalism Act</i>.</p> <p>Please provide a description of the initiatives/activities (maximum 100 words) and explain how Canadians are better served as a result of this initiative/activity (maximum 100 words).</p> <ul style="list-style-type: none"> • CBC/Radio-Canada has a mandate to reflect Canadian culture. As Canadian culture has evolved and become more diverse, the Corporation continues to strive to reflect these changes through: <ul style="list-style-type: none"> - its wide variety of relevant and diverse programming offerings reflecting the changing face of Canada; - its editorial treatment and portrayal of issues important to all Canadians including those from multicultural communities; - the consultative initiatives and collaborative partnerships it undertakes with local multicultural communities, and - the efforts the Corporation continues to make to ensure its workforce both on-air and behind the scenes is more diverse and reflective of the Canadian population. 		
Q. 8.2	<p>Last year, in your submission to the 2006-2007 Annual Report, you were asked the following: “What steps will your organization take to advance the Canadian Multiculturalism Act in fiscal year 2007-2008?”</p> <p>Did your institution implement the planned initiatives?</p>	√	
	<p>If yes, please provide details.</p> <ul style="list-style-type: none"> • A national recruitment strategy was developed in 2007 with training sessions delivered to all Human Resource practitioners. The strategy is designed to ensure consistency and transparency in the recruitment process across the Corporation. In the new process, it is a national requirement that a diversity report is run for the candidate list for each posted position. The mandatory corporate standard required on all job postings states, “We recognize the importance of a diverse workforce and we therefore encourage applications from aboriginal people, women, members of visible minorities and persons with disabilities”. • Employees and the public may access information pertaining to diversity on the Equity/Diversity sites on the Corporation’s website and the recently launched employee and manager portals. This information is intended to promote, inform, educate and sensitize employees. • Targetted outreach efforts have resulted in attracting more diverse candidates for employment at CBC/Radio-Canada. 		

	If no, please provide details.		
Q. 8.3	Does your institution face barriers or challenges with respect to implementing the <i>Canadian Multiculturalism Act</i> ?		√
	If yes, please provide details.		
Q. 8.4	Are there activities your institution would like to carry out but has been unable to undertake?		√
	If yes, please describe activities.		
	If yes, what has prevented your organization from carrying out these activities?		
Q. 8.5	<p>In fiscal year 2008-2009, what initiatives does your institution plan to undertake to further advance the <i>Canadian Multiculturalism Act</i>?</p> <ul style="list-style-type: none"> • The Corporation will be more aggressive in setting its hiring/promotion goals to ensure its workforce becomes fully representative more quickly. • There will be a focus on providing a consistent orientation to new hires so they may more easily adjust to the workplace norms and values. 		

SECTION 9	THE EVOLUTION OF MULTICULTURALISM IN FEDERAL INSTITUTIONS		
For information on the purpose of this special section of the template, refer to the Submissions Guide.		YES √	NO √
Q. 9.1	<p>This year, July 21, 2008 will mark 20 years since the <i>Canadian Multiculturalism Act</i> received Royal Assent. This anniversary presents an opportunity to reflect on the past 20 years of reporting, and look forward to the next 20 years of multiculturalism as an intrinsic part of Canadian society.</p> <p>Canada is increasingly culturally and religiously diverse. As diversity challenges continue to change, multiculturalism in Canada has undergone several phases in its evolution over the course of the past four decades, including: the celebration of differences through food and festivals, equity and tackling systemic discrimination, and rising civic engagement and working towards the full participation of culturally and religiously diverse communities in society.</p> <p>Considering the <i>Canadian Multiculturalism Act</i> and the evolution of multiculturalism in Canada, how has your federal institution changed or evolved to consider and respond to Canada's increasing diversity and to create an inclusive society in which Canadians of all backgrounds can participate?</p>		
	<p>Please describe.</p> <ul style="list-style-type: none"> As described earlier, CBC/Radio-Canada continues to evolve in much the same way as Canadian society is evolving. This evolution is reflected in the Corporation's wide array of new and innovative programming, its targeted recruitment and staffing activities, its workplace practices that are intended to be fair and transparent and which provide a respectful work environment and the continued outreach to establish close connections with all local communities. 		
Q. 9.2	Do you have any other remarks in light of this 20 th edition of the Annual Report on the Operation of the <i>Canadian Multiculturalism Act</i> ?		√
	If yes, please describe.		
Q. 9.3	Has your institution undertaken any other activities supporting the <i>Canadian Multiculturalism Act</i> not covered by the previous questions?		√
	If yes, please provide details.		

SECTION 10	COMMENTS/SUGGESTIONS		
	YES √	NO √	
Q. 10.1	Can the process for submissions to the Annual Report be improved?		√
	If yes, please provide suggestions for improving the process.		
Q. 10.2	Can the Annual Report be improved (content, structure, length, etc.)?		√
	If yes, please describe.		
Q. 10.3	Do you have additional comments or suggestions?		√
	If yes, please provide.		