



2015-2018
PLAN

CBC  Radio-Canada

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MESSAGE FROM HUBERT T. LACROIX, HEATHER CONWAY AND LOUIS LALANDE



As part of its five-year strategy *A space for us all*, CBC/Radio-Canada aims to be the public space at the heart of our conversations and experiences as Canadians. Inclusion and Diversity (I&D) is integral to achieving this vision, as it highlights the importance of including a range of faces, voices, experiences and perspectives in our content and workplace. The public broadcaster must be relevant to and representative of the population it serves. In light of this, it is our pleasure to present our Inclusion and Diversity Plan 2015-2018.



Since the release of our last Inclusion and Diversity Corporate Plan in 2012, our I&D approach has become more integrated. While the 2015-2018 plan focuses on human resources activities to help the Corporation remove employment barriers for diverse candidates and positively impact the make up of our workforce, this is only part of our efforts. We are also strongly committed to reflecting our country's rich diversity through our programming. We want to provide programming where all Canadians can recognize themselves and feel at home.

To support this endeavour, CBC/Radio-Canada is involved in a number of training and networking activities. These include:

- At CBC, a development workshop for diverse content creators, providing participants with the tools and resources they need to develop their own pitches for original programming;
- At CBC, a yearly networking event that focuses on facilitating connections between emerging diverse talent, experienced creators, decision makers and our production partners;
- At Radio-Canada, a working group on diversity in drama series, bringing together all levels of the industry.


A number of Corporation-led initiatives target specific communities, such as:


- A new learning journey at Radio-Canada to encourage the hiring of more Aboriginal employees within News and Current Affairs and similarly, at CBC, we are working with our Aboriginal unit and leadership across the country to improve recruitment and internship opportunities;
- Coordinated, multiplatform programming for targeted events, such as our initiatives surrounding Black History Month.

Lastly, to incorporate I&D into all areas of the Corporation, we support activities such as:

- Having diversity in programming as a performance objective for senior management;
- Integrating I&D into our show cycle, from idea development through production and post-broadcast measurement.

Having a diverse workforce, including our management team, allows us to capture the aspirations of all groups that make up our social fabric. We know we still have a lot of work to do, but we are confident that the Inclusion and Diversity Plan 2015-2018 will lay the foundation for our success as Canada's public broadcaster.

 **Hubert T. Lacroix**
President and CEO

 **Heather Conway**
Executive Vice-President,
English Services

 **Louis Lalande**
Executive Vice-President,
French Services





INCLUSION AND DIVERSITY CORPORATE PLAN

2012-2015

DEBRIEF

PROGRESS ACHIEVED

At the corporate level, People and Culture – our HR department – ensures that the Corporation is focused on attracting, recruiting and developing a diversified workforce. The team has already been actively engaged in fostering a corporate culture that embraces diversity through the process of developing and implementing the *2012-2015 Inclusion and Diversity Corporate Plan*. Major contributions from that exercise include:

- Launch of a national recruitment centre, that helped in standardizing recruitment tracking tools to assist managers and HR personnel with sourcing diverse candidates;
- Diversity hiring goals that were established for all departments of all components (English Services, French Services and Corporate Services);
- Improved inclusion-driven HR systems that ensure we better understand our performance and act upon new findings, such as quarterly diversity metrics sent to our Senior Executive Team;
- More joint activities to increase employee awareness.

REMAINING CHALLENGES

The Corporation's workforce became increasingly diverse over the last three years, as did the Canadian population. We need to accelerate the change in the composition of our workforce in order to move faster than demographic changes and, in doing so, close in on our representation gaps for Aboriginal peoples, persons with disabilities and visible minorities. This may prove challenging in the coming years as we continue to restructure our business, an exercise that may result in limited staffing opportunities. We have also seen employee diversity training reduced due to changes to our Learning and Development programs.



INCLUSION AND DIVERSITY PLAN

2015-2018

HOW WE CAME UP WITH THIS NEW PLAN

From the moment we started thinking of this new plan, it was vital for the Corporation to better understand the perspective of employees with diverse backgrounds, including employee representatives. Working committees were formed in English Services and French Services to make recommendations on the objectives and activities found in this plan, taking into account the results of the previous plan and the latest workforce analysis. We have also considered the principles of both the *Canadian Human Rights Act* and *Employment Equity Act*. However, we have also included inclusivity measures designed to ensure that, at all levels of the Corporation, our workforce becomes increasingly diverse and truly reflective of Canada's changing demographic reality. The recommendations were then reviewed by stakeholders, including our Joint Employment Equity Committee (JEEC) – to which we dedicated a special full-day session – and our senior executive team, which is comprised of our president and CEO and vice-presidents.

The new plan, as outlined beginning on page 15, identifies four areas where we will focus our efforts over the next three years:

- Leadership;
- Monitoring and accountability;
- Recruitment and selection; and,
- Learning and development.

Performance indicators have been developed to track progress for achieving each activity.

IMPLEMENTATION AND MONITORING OF THE NEW PLAN

The plan will be reviewed and adapted annually by People and Culture and the JEEC, which represents both management and labour unions. Final decisions on changes to the plan rest with the Corporation. For each activity, the plan indicates the department accountable for developing and implementing a tactical action plan to implement it.

The corporate HR Compliance Function will assess progress and measure success against established objectives and activities. Overall progress will be measured using the employee representation data reported in the employment equity annual report to the department of Employment and Social Development Canada (Labour Program) and results of the annual workforce analysis to determine whether gaps in our workforce representation are closing. In addition to numerical data, records on activities relating to communication, consultation, monitoring and revision of the plan, their results and any subsequent actions will also be maintained. New workforce analyses will be prepared in 2016 and 2017, in order to update numeric goals to reflect the most recent internal census.





OUR CHANGING WORKFORCE

OBSERVATIONS

Table 1, on page 8, presents the Corporation's workforce overall and the representation of the four designated groups by occupational group in December 2011. Each occupational group is defined in Appendix 1. Industry availability is based on the results of Statistics Canada's 2011 National Household Survey and 2012 Canadian Survey on Disability.

Table 2, on page 9, presents the Corporation's workforce overall and the representation of the four designated groups by occupational group in December 2014. Workforce availability is based on the results of Statistics Canada's 2011 National Household Survey and 2012 Canadian Survey on Disability.

A comparison between Table 1 and Table 2 reveals an increase in overall employment equity workforce numbers for the Corporation. We continued to exceed industry availability for women. We also saw an increase in representation for members of visible minorities, but we acknowledge that an important gap remains. The two other designated groups – Aboriginal peoples and persons with disabilities – saw marginal increases in representation. However, important representation gaps remain for those two groups. Barring a concerted recruitment and hiring effort, existing gaps for three out of four designated groups may remain.

TABLE 1: CBC/RADIO-CANADA WORKFORCE ANALYSIS* BY EMPLOYMENT EQUITY OCCUPATIONAL GROUP
(Updated December 31, 2011)

Employment Equity Occupational Group	All Employees	Aboriginal Peoples		Members of Visible Minorities		Persons with Disabilities		Women					
		Representation		Industry Availability		Representation		Industry Availability		Representation	Industry Availability		
		#	%	#	%	#	%	#	%	%			
01: Senior Managers	11	0	0.0%	2.9%	0	0.0%	10.1%	11	1.2%	3.2%	5	45.5%	27.4%
02: Middle and Other Managers	929	8	0.9%	2.2%	69	7.4%	15.0%				480	51.7%	38.9%
03: Professionals	3609	49	1.4%	2.0%	220	6.1%	14.7%	53	1.5%	4.5%	1874	51.9%	43.1%
04: Semi-Professionals and Technicians	2628	44	1.7%	3.0%	163	6.2%	11.3%	41	1.6%	4.8%	701	26.7%	26.6%
05: Supervisors	14	0	0.0%	1.3%	2	14.3%	24.6%	0	0.0%	9.5%	8	57.1%	51.4%
07: Administrative and Senior Clerical Personnel	182	2	1.1%	1.3%	15	8.2%	17.9%	1	0.5%	2.6%	154	84.6%	80.5%
08: Skilled Sales and Service Personnel	1	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	5.6%	1	100.0%	0.0%
09: Skilled Crafts and Trades Workers	7	0	0.0%	1.8%	0	0.0%	5.5%	0	0.0%	5.3%	1	14.3%	3.7%
10: Clerical Personnel	641	9	1.4%	1.8%	65	10.1%	26.6%	14	2.2%	4.4%	472	73.6%	64.6%
11: Intermediate Sales and Service Personnel	149	1	0.7%	1.5%	7	4.7%	24.9%	0	0.0%	5.3%	106	71.1%	63.2%
12: Semi-Skilled Manual Workers	15	0	0.0%	0.9%	1	6.7%	22.7%	0	0.0%	5.5%	3	20.0%	18.4%
13: Other Sales and Service Personnel	10	0	0.0%	1.1%	1	10.0%	44.8%	0	0.0%	6.5%	0	0.0%	55.6%
Total (may not equal sum of components due to rounding)	8196	113	1.4%	2.3%	543	6.6%	14.9%	120	1.5%	4.4%	3805	46.4%	40.1%

* Includes permanent full-time and permanent part-time employees. The "Industry Availability" represents the Canadian labour force availability, based on Statistics Canada's 2011 National Household Survey (for Aboriginal peoples, members of visible minorities and women) and 2012 Canadian Survey on Disability (for persons with disabilities).

TABLE 2: CBC/RADIO-CANADA WORKFORCE ANALYSIS* BY EMPLOYMENT EQUITY OCCUPATIONAL GROUP

(Updated December 31, 2014)

Employment Equity Occupational Group	All Employees	Aboriginal Peoples		Members of Visible Minorities			Persons with Disabilities			Women			
		Representation		Industry Availability		Representation		Industry Availability		Representation		Industry Availability	
		#	%	#	%	#	%	#	%	#	%	#	%
01: Senior Managers	8	0	0.0%	2.9%	1	12.5%	10.1%	11	1.3%	4.3%	4	50.0%	27.4%
02: Middle and Other Managers	864	5	0.6%	2.2%	72	8.3%	15.0%				471	54.5%	38.9%
03: Professionals	3032	40	1.3%	2.0%	253	8.3%	14.9%	43	1.4%	3.8%	1553	51.2%	43.9%
04: Semi-Professionals and Technicians	1985	44	2.2%	3.1%	145	7.3%	11.2%	45	2.3%	4.6%	530	26.7%	26.0%
05: Supervisors	10	0	0.0%	1.1%	1	10.0%	28.1%	0	0.0%	13.9%	6	60.0%	51.7%
07: Administrative and Senior Clerical Personnel	184	4	2.2%	1.2%	25	13.6%	19.1%	0	0.0%	3.4%	132	71.7%	80.5%
08: Skilled Sales and Service Personnel	2	0	0.0%	0.8%	0	0.0%	9.9%	0	0.0%	3.5%	2	100.0%	46.8%
09: Skilled Crafts and Trades Workers	1	0	0.0%	1.8%	0	0.0%	6.0%	0	0.0%	3.8%	0	0.0%	1.5%
10: Clerical Personnel	485	5	1.0%	1.5%	57	11.8%	27.4%	13	2.7%	7.0%	361	74.4%	64.5%
11: Intermediate Sales and Service Personnel	147	2	1.4%	1.3%	7	4.8%	23.3%	0	0.0%	5.6%	100	68.0%	62.8%
12: Semi-Skilled Manual Workers	12	0	0.0%	0.9%	1	8.3%	22.7%	0	0.0%	4.8%	2	16.7%	18.4%
13: Other Sales and Service Personnel	9	0	0.0%	0.8%	1	11.1%	49.6%	0	0.0%	6.3%	1	11.1%	55.0%
Total (may not equal sum of components due to rounding)	6739	100	1.5%	2.3%	563	8.3%	15.1%	112	1.7%	4.4%	3162	46.9%	40.8%

* Includes permanent full-time and permanent part-time employees. The "Industry Availability" represents the Canadian labour force availability, based on Statistics Canada's 2011 National Household Survey (for Aboriginal peoples, members of visible minorities and women) and 2012 Canadian Survey on Disability (for persons with disabilities).

GOALS AND MEASURES

SHORT-TERM REPRESENTATION GOALS

Based on the most recent workforce analysis (December 2014), the plan establishes hiring goals for the under-represented designated groups, where appropriate. Numerical hiring goals are found in Tables 3 to 6, on pages 11-14. Achieving short-term hiring goals will depend upon the number of placement opportunities that arise in a period where we anticipate negative workforce growth, the availability of qualified individuals to fill them and our ability to source the candidates. Our efforts will therefore focus on strategic, high-impact initiatives.

LONGER-TERM REPRESENTATION GOALS

The Corporation's long-term goal continues to be equitable representation of the four designated groups. This means achieving a level of representation at least equal to that in the Canadian workforce for all occupational groups and at all levels within the next three years (with the exception of women, who are under-represented in only two occupational groups – "Administrative and Senior Clerical Personnel" and "Other Sales and Service Personnel"). The actions outlined in the plan are intended to ensure we meet those representation goals.



TABLE 3: 2015-2018 NUMERICAL HIRING GOALS FOR ABORIGINAL PEOPLES – NATIONAL

(Updated December 31, 2014)*

Employment Equity Occupational Group	All Employees	Anticipated Hires Over Three Years	Turnover Rate in Number	Present Representation Gap	Aboriginal Peoples					
					Total Goals Over Three Years		Hires Required to Fill the Gap	Projected Gap if Total Goals Over Three Years are Met	Present Representation	Projected Representation if Total Goals Over Three Years are Met
					#	%				
02: Middle and Other Managers	864	189	2	-14	4	2.2%	14	-10	0.6%	0.9%
03: Professionals	3032	282	7	-21	6	2.0%	23	-17	1.3%	1.4%
04: Semi-Professionals and Technicians	1985	190	8	-18	6	3.1%	21	-15	2.2%	2.3%
10: Clerical Personnel	485	90	1	-2	1	1.5%	2	-1	1.0%	1.1%

* Includes permanent full-time and permanent part-time employees. Only occupational groups where gaps remain are shown (i.e., the gap needs to be for one employee or more). The workforce annual growth rate is set at -2.8%. Turnover rates are calculated by looking at all voluntary departures, including retirements. The "Turnover Rate in Number" is specific to Aboriginal peoples within the Corporation's workforce, not the overall turnover rate. Goals are set to match industry availability.

Sources: Employment and Social Development Canada Workplace Equity Information Management System (WEIMS) and CBC/Radio-Canada human resources information system. Based on Statistics Canada's 2011 National Household Survey.

TABLE 4: 2015-2018 NUMERICAL HIRING GOALS FOR MEMBERS OF VISIBLE MINORITIES – NATIONAL

(Updated December 31, 2014)*

Employment Equity Occupational Group	Members of Visible Minorities									
	All Employees	Anticipated Hires Over Three Years	Turnover Rate in Number	Present Representation Gap	Total Goals Over Three Years		Hires Required to Fill the Gap	Projected Gap if Total Goals Over Three Years are Met	Present Representation	Projected Representation if Total Goals Over Three Years are Met
	#	#	#	#	#	%	#	#	%	%
02: Middle and Other Managers	864	189	22	-58	28	15.0%	69	-41	8.3%	9.9%
03: Professionals	3032	282	45	-199	42	14.9%	206	-164	8.3%	9.0%
04: Semi-Professionals and Technicians	1985	190	26	-77	21	11.2%	84	-63	7.3%	7.7%
05: Supervisors	10	2	0	-2	1	28.1%	2	-1	10.0%	22.2%
07: Administrative and Senior Clerical Personnel	184	30	6	-10	6	19.1%	13	-7	13.6%	14.8%
10: Clerical Personnel	485	90	15	-76	25	27.4%	80	-55	11.8%	15.1%
11: Intermediate Sales and Service Personnel	147	29	2	-27	7	23.3%	26	-19	4.8%	8.9%
12: Semi-Skilled Manual Workers	12	0	0	-2	0	22.7%	2	-2	8.3%	9.1%
13: Other Sales and Service Personnel	9	1	0	-3	0	49.6%	3	-3	11.1%	12.5%

* Includes permanent full-time and permanent part-time employees. Only occupational groups where gaps remain are shown (i.e., the gap needs to be for one employee or more). The workforce annual growth rate is set at -2.8%. Turnover rates are calculated by looking at all voluntary departures, including retirements. The "Turnover Rate in Number" is specific to members of visible minorities within the Corporation's workforce, not the overall turnover rate. Goals are set to match industry availability.

Sources: Employment and Social Development Canada Workplace Equity Information Management System (WEIMS) and CBC/Radio-Canada human resources information system. Based on Statistics Canada's 2011 National Household Survey.

TABLE 5: 2015-2018 NUMERICAL HIRING GOALS FOR PERSONS WITH DISABILITIES – NATIONAL

(Updated December 31, 2014)*

Employment Equity Occupational Group	All Employees	Anticipated Hires Over Three Years	Turnover Rate in Number	Present Representation Gap	Persons with Disabilities						
					Total Goals Over Three Years		Hires Required to Fill the Gap	Projected Gap if Total Goals Over Three Years are Met	Present Representation		Projected Representation if Total Goals Over Three Years are Met
					#	%			#	%	
01/02: Managers	872	191	3	-26	8	4.3%	26	-18	1.3%	2.0%	
03: Professionals	3032	282	8	-72	11	3.8%	70	-59	1.4%	1.7%	
04: Semi-Professionals and Technicians	1985	190	8	-46	9	4.6%	46	-37	2.3%	2.5%	
05: Supervisors	10	2	0	-1	0	13.9%	1	-1	0.0%	0.0%	
07: Administrative and Senior Clerical Personnel	184	30	0	-6	1	3.4%	5	-4	0.0%	0.6%	
10: Clerical Personnel	485	90	4	-21	6	7.0%	22	-16	2.7%	3.4%	
11: Intermediate Sales and Service Personnel	147	29	0	-8	2	5.6%	7	-5	0.0%	1.5%	
12: Semi-Skilled Manual Workers	12	0	0	-1	0	4.8%	1	-1	0.0%	0.0%	
13: Other Sales and Service Personnel	9	1	0	-1	0	6.3%	1	-1	0.0%	0.0%	

*Includes permanent full-time and permanent part-time employees. Only occupational groups where gaps remain are shown (i.e., the gap needs to be for one employee or more). The workforce annual growth rate is set at -2.8%. Turnover rates are calculated by looking at all voluntary departures, including retirements. The "Turnover Rate in Number" is specific to persons with disabilities within the Corporation's workforce, not the overall turnover rate. Goals are set to match industry availability.

Sources: Employment and Social Development Canada Workplace Equity Information Management System (WEIMS) and CBC/Radio-Canada human resources information system. Based on the 2012 Canadian Survey on Disability.

TABLE 6: 2015-2018 NUMERICAL HIRING GOALS FOR WOMEN – NATIONAL

(Updated December 31, 2014)*

Employment Equity Occupational Group	All Employees	Anticipated Hires Over Three Years	Turnover Rate in Number	Present Representation Gap	Women						
					Total Goals Over Three Years		Hires Required to Fill the Gap	Projected Gap if Total Goals Over Three Years are Met	Present Representation		Projected Representation if Total Goals Over Three Years are Met
					#	%			#	%	
07: Administrative and Senior Clerical Personnel	184	30	32	-16	24	80.5%	36	-12	71.7%	73.4%	
13: Other Sales and Service Personnel	9	1	0	-4	1	55.0%	3	-2	11.1%	25.0%	

* Includes permanent full-time and permanent part-time employees. Only occupational groups where gaps remain are shown (i.e., the gap needs to be for one employee or more). The workforce annual growth rate is set at -2.8%. Turnover rates are calculated by looking at all voluntary departures, including retirements. The "Turnover Rate in Number" is specific to women within the Corporation's workforce, not the overall turnover rate. Goals are set to match industry availability.

Sources: Employment and Social Development Canada Workplace Equity Information Management System (WEIMS) and CBC/Radio-Canada human resources information system. Based on Statistics Canada's 2011 National Household Survey.



2015-2018 INCLUSION AND DIVERSITY PLAN – ACTION PLAN

CATEGORY	OBJECTIVE	ACTIVITY	RESPONSIBILITY	YEAR
LEADERSHIP	Ensure Senior Executive Team (SET), first-line/middle managers and unions are committed to and participate fully in achieving the plan's objectives.	Ensure that diversity is a corporate priority, and that this is directly conveyed by the CEO to his VPs.	SET	2015-2018
		Raise accountability of senior managers for employee diversity using a quantitative index measuring new external hires.	VP of People and Culture (P and C)	2015-2018
		Continue to use the JEEC as a forum for discussing diversity-related issues, including ways to create openings and promotions for designated group members.	P and C	2015-2018
		Update employees on the progress of this plan through internal communications platforms, including Inclusion and Diversity Committees.	P and C, and Corporate Communications	2015-2018

CATEGORY	OBJECTIVE	ACTIVITY	RESPONSIBILITY	YEAR
MONITORING AND ACCOUNTABILITY	Implement effective performance indicators to ensure success of the plan.	Update monitoring systems to track diversity candidates throughout the recruitment and promotion process.	P and C	2015-2018
		Complete an analysis of short-term employee hires and take action based on findings.	P and C	2015-2018
		Measure how effective targeted posting strategies are at attracting diversity candidates, and adjust accordingly.	P and C	2015-2018

2015-2018 INCLUSION AND DIVERSITY PLAN – ACTION PLAN (cont'd)

CATEGORY	OBJECTIVE	ACTIVITY	RESPONSIBILITY	YEAR
RECRUITMENT AND SELECTION	Reduce the representation gaps of diversity candidates by ensuring that the diversity hiring target exercise is communicated effectively to those responsible for recruitment and hiring.	Support managers in the three-year diversity hiring target exercise, monitor results using the appropriate reports and recruitment strategies (at least every six months), and raise manager awareness, as needed.	P and C	2015-2018
		Set diversity goals in the performance objectives for recruitment personnel to support the business in achieving hiring objectives.	P and C	2015-2018
		Develop internal diverse candidate talent pools (e.g., casual/temporary employees or star candidates who haven't been hired but with whom we wish to remain in contact).	P and C	2015-2018
		Forge and maintain partnerships with employment agencies, and measure return on investment.	P and C	2015-2018
		Attend recruitment activities (e.g., open houses, diversity-targeted career fairs, university career fairs).	P and C	2015-2018
		When updating the staffing policy, look into the possibility of implementing guidelines or procedures for hiring interns that stress the importance of recruiting diversity candidates.	P and C	To be determined (TBD)
		When updating the staffing policy, look into the possibility of implementing guidelines or procedures on referral that stress the importance of recruiting diversity candidates.	P and C	TBD

2015-2018 INCLUSION AND DIVERSITY PLAN – ACTION PLAN (cont'd)

CATEGORY	OBJECTIVE	ACTIVITY	RESPONSIBILITY	YEAR
LEARNING AND DEVELOPMENT	Provide necessary training and information to the people who will be implementing plan initiatives.	Training / raising of awareness among senior executives.	P and C (Learning and Development)	2015-2016 Project development and positioning 2016-2017 Roll-out
		P and C training (HR and industrial relations consultants, recruitment consultants).	P and C (Learning and Development)	2015-2016 Project development and positioning 2016-2017 Roll-out
		Manager training.	P and C (Learning and Development)	2015-2016 Project development and positioning 2017-2018 Roll-out
		Employee training.	P and C (Learning and Development)	2015-2016 Project development and positioning 2017-2018 Roll-out
	Review and optimize certain development processes that support objectives of the Inclusion and Diversity Plan.	Review integration program tools and processes.	P and C (Learning and Development)	TBD
		Review the succession planning process.	P and C (Learning and Development)	2015-2016

Appendix I: Employment Equity Occupational Group Definitions*

01. Senior Managers

Senior managers are officials holding the most senior positions in firms or corporations. They are responsible for the corporation's policy and strategic planning, and for directing and controlling the functions of the organization.

Examples: President, chief executive officer, vice-presidents, etc.

02. Middle and Other Managers

Middle and other managers receive instructions from senior managers and administer the organization's policy and operations through subordinate managers or supervisors. Senior managers and middle and other managers comprise all managers.

Examples: Managers of transport operations, communications, finances, human resources, sales, advertising, purchasing, production, marketing, research and development, information systems, maintenance, commissioned police officers, commissioned officers in the armed forces.

03. Professionals

Professionals usually need either a university degree or extensive formal training and often have to be members of a professional organization.

Examples: Engineers (civil, mechanical, electrical, petroleum, nuclear, aerospace), chemists, biologists, architects, economists, lawyers, teachers, doctors, accountants, computer programmers, registered nurses, physiotherapists, ministers of religion.

04. Semi-Professionals and Technicians

Workers in these occupations have to possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Technologists and technicians (broadcast, forestry, biological, electronic, meteorological, geological, surveying, drafting and design, engineering, library, medical, dental), specialized inspectors and testers (public and environmental health, occupational health and safety, engineering, industrial instruments), dental hygienists, midwives, ambulance attendants, paralegal workers, graphic designers and illustrating artists, announcers and other broadcasters, coaches.

05. Supervisors

Supervisors are non-management first-line coordinators of white-collar (administrative, clerical, sales and service) workers. Supervisors may, but do not usually, perform any of the duties of the employees under their supervision.

Examples: Supervisors of administrative and clerical workers (general office clerks, secretaries, word processing operators, receptionists, switchboard operators, accounting clerks, letter carriers, tellers), supervisors of sales workers (airline sales agents, service station attendants, grocery clerks, shelf stockers, cashiers) and supervisors of service workers (food and beverage workers, canteen workers, hotel housekeeping, cleaning workers, dry cleaning and laundry workers, janitors, grounds people, tour guides, parking lot attendants).

*Only occupational groups applicable to the Corporation are listed. As a result, there are no entries for groups 06 and 14.

07. Administrative and Senior Clerical Personnel

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment, or perform clerical work of a senior nature.

Examples: Administrative officers, executive assistants, personnel and recruitment officers, loan officers, insurance adjusters, secretaries, legal secretaries, medical secretaries, court recorders, property administrators.

08. Skilled Sales and Service Personnel

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually have received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.

Examples (Sales): Insurance agents and brokers, real estate agents, retail and wholesale buyers, technical sales specialists.

Examples (Service): Police officers, firefighters, cooks, butchers, bakers, funeral directors and embalmers.

09. Skilled Crafts and Trades Workers

Skilled crafts and trades workers are manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen or journeywomen who have received an extensive period of training.

Examples: Sheet metal workers, plumbers, electricians, tool and die makers, carpenters, glaziers, welders, telecommunications line and cable installation and repair technicians, mechanics (heavy duty, refrigeration, aircraft, elevator, motor vehicle), tailors, jewellers, oil and gas well drillers, fishing masters and officers, paper making control operators.

10. Clerical Personnel

Clerical personnel are workers performing clerical work, other than senior clerical work.

Examples: General office clerks (records management and filing, receptionists and switchboard operators), office equipment operators (data entry, desktop publishing), finance and insurance clerks (accounting, payroll, customer service, banking, collection), administrative support clerks (administration, personnel, court) library, correspondence and information clerks (library, correspondence, publication, customer service, statistics), mail and message distribution occupations (mail and postal publication, letter carriers, couriers and messengers), recording, scheduling and distributing occupations (shipping and receiving, storekeeping and parts, production, purchasing and inventory, dispatching and radio operation, transportation route and crew scheduling).

11. Intermediate Sales and Service Personnel

These are workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses or specific work experience. Generally, these are workers whose skill level is less than that of skilled sales and service, but greater than that of elementary sales and service workers.

Examples (Sales): Airline sales agents, non-technical wholesale sales representatives, retail salespersons.

Examples (Service): Dental assistants, nurse aides and orderlies, tour and travel guides, hotel front desk clerks, correctional service officers, sheriffs and bailiffs, bartenders, nannies, aestheticians, pet groomers.



12. Semi-Skilled Manual Workers

Semi-skilled manual workers perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of skilled crafts and trades workers, but greater than that of basic manual workers.

Examples: Truck drivers, railway yard workers, longshore workers, material handlers, foundry workers, machine operators (plastics processing, chemical plant, sawmill, textile, pulp mill, tobacco, welding), workers assembling, inspecting or testing products (motor vehicles, boats, electrical motors, furniture).

13. Other Sales and Service Personnel

Other sales and service personnel are workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are basic and require little or no independent judgment.

Examples (Sales): Service station attendants, grocery clerks and shelf stockers, cashiers.

Examples (Service): Security guards, janitors, kitchen and food service helpers, dry cleaning and laundry occupations, attendants in recreation and sport.

Source :

http://www.labour.gc.ca/eng/standards_equity/eq/emp/tools/technical_guide/page00.shtml#s01

Appendix II: Accessibility Action Plan

Introduction

CBC/Radio-Canada Real Estate Services acknowledges the importance of ensuring properly adapted facilities, and will be continuing efforts in the coming years to implement accessibility best practices for interior space management, subject to available funds, risks to be managed and opportunities that arise. Moreover, in accordance with legislation, CBC/Radio-Canada will continue to be proactive about accessibility at its buildings.

This document reports on progress made in improving accessibility at CBC/Radio-Canada buildings for the period 2012-2015, and makes projections for 2015-2018.

Background

CBC/Radio-Canada occupies 80 buildings in Canada. We own 22 of them and lease another 58. This represents a total occupied space of 4,272,000 sq. ft. Various codes, standards and legislation apply whenever offices are newly constructed, renovated or reconfigured, including:

- The National Building Code of Canada
- Provincial building codes
- *Canadian Human Rights Act*
- The Canadian Standards Association's Accessible Design for the Built Environment (CAN/CSA-B651)
- The National Fire Code of Canada

In implementing and applying the various universal accessibility requirements, we must be attentive to the following:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Building entrances • Elevators • Public areas • Work areas and conference rooms • Inside doors and hallways • Washrooms • Public telephones | <ul style="list-style-type: none"> • Water coolers and fountains • Emergency exits for all accessible areas • Special signage • Number of accessible parking spots |
|---|--|

Update on Progress from 2012 to 2015

We established several new stations and regional bureaus from 2012 to 2015. For each project involving a new station or new office space, meeting accessibility and directional signage standards was an integral part of basic project requirements. This demonstrates Real Estate Services' commitment to carrying out its action plan.

As for existing stations, from 2012 to 2015 the Corporation invested approximately \$600,000 in projects to improve accessibility for those with reduced mobility. These investments were based primarily on assessments by several experts, including Betty Dion Enterprises Ltd., a recognized authority in accessibility and universal design. Lastly, Real Estate Services again made an effort to have its facilities audited, commissioning the firm People Access in 2012 to audit the Regina and Whitehorse buildings. The resulting reports were useful in determining our priorities, in the following order:

Category 1: Health and safety conditions

Category 2: Short- to medium-term situations, where timely, lower-cost corrections are possible

Category 3: Long-term situations

In 2012-2013, to map out the project agenda for the coming years, we conducted a review of all assessments so we could pinpoint and quantify the different types of action to be taken on each site. During the review, preparatory work for corrective measures was begun at the Ottawa and St. John's stations for a total cost of \$55,000. The required construction work was completed in 2013-2014, as was construction on the Regina and Whitehorse sites. These projects, which cost \$319,000, aimed to correct Category 1 and 2 gaps. Another planning and tendering phase was also initiated during that period for construction work at the St. John's station and planning for corrective action on the Edmonton and Yellowknife sites. In 2014-2015, projects were begun on those sites, and a new accessibility compliance checklist was developed – all at a cost of close to \$212,000. One goal of the new checklist was to establish compliance standards for Corporation facilities and refine evaluation criteria to facilitate action prioritization and decision making. The checklist was tested out at the Canadian Broadcasting Centre in Toronto. Recommendations that were deemed a high priority will be addressed in 2015-2016. In addition, we created a tool, including all accessibility requirements confirmed by experts, and we can now use it to share the standards with a wider pool of suppliers qualified to conduct the required evaluations.

Although our Real Estate team is responsible for implementing activities to make our facilities accessible, other CBC/Radio-Canada departments are also working towards the same goal. In the fall of 2014, we obtained an accessibility certification from Kéroul for Montreal's Maison de Radio-Canada (MRC) visitors' path. This is an important initiative – led by the Diversity department of French Services – that will have long-term benefits. For example, the MRC now appears on the Accessible Road [website](#), which can be accessed by tourists worldwide. In the process, we have also trained MRC guides to accommodate people with restricted physical abilities.

Objectives and Action Plans for 2015-2018

As per its 2015-2018 action plan, Real Estate Services will maintain its 2012-2015 accessibility and signage compliance initiative. There will be a transition during the period, as several assets currently held in surplus will be sold to make way for new stations in leased locations. This strategy will require certain adjustments, especially when it comes to the volume of corrective action projects. We will be better placed to focus on leased sites in the next cycle. An amount of \$280,000 will be earmarked in 2015-2016 to upgrade the Canadian Broadcasting Centre in Toronto and evaluate the Vancouver station. In addition to the newly developed checklist, new accessibility guidelines will be formally introduced in 2015-2016, and a new audit cycle for leased sites will begin in 2016-2017.

Annual budgets have been established and we've tabled projections through to 2020-2021, with all figures subject to funding availability. Amounts set aside for directional signage have been reduced because most of the costs involved have been included in budgetary allocations for new station projects.

Table 7: Annual Amounts Forecasted for Accessibility and Signage (2015-2016 to 2020-2021)

Project Name	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Accessibility	\$250,000	\$250,000	\$220,000	\$220,000	\$250,000	\$220,000
Signage	\$30,000	\$20,000	\$15,000	\$15,000	\$30,000	\$15,000
TOTAL	\$280,000	\$270,000	\$235,000	\$235,000	\$280,000	\$235,000

Our Objectives and Action Plan are as follows:

1. Formally launch accessibility guidelines that achieve the following:
 - Define Real Estate Services' directions.
 - Specify regulations with which the Corporation must comply.
 - Provide guidance to employees and other users on any accessibility-related issue.
2. Continue to assess compliance in facilities (leased and owned sites) using the new checklist, and address in project plans any high-priority gaps identified.
3. Continue to be vigilant and improve accessibility in all adjustments, renovations and new station projects we carry out that require compliance with Accessible Design for the Built Environment (CAN/CSA-B651) standards and other applicable codes.
4. Widen and foster usage of the Corporation's National Directional Signage Program in the event of new signage.
5. Funds permitting, resolve situations considered lower priority on the new checklist.
6. In 2015-2016, develop a communication plan for reporting CBC/Radio-Canada Real Estate Services' achievements.

Appendix III: List of Accessibility Work Completed Between 2012 and 2015

Upgrades by Location

Location	Upgrades	Completed
National	Review audits and plan budgets	2012-2013
	Develop a new checklist to verify accessibility compliance	2014-2015
Edmonton	Adjust height of pulling stations	2014-2015
	Accessible washrooms	2014-2015
	Adapt safety equipment	2014-2015
	Change elevator door materials	2014-2015
Montreal	Washrooms: Install power door operator for staff with reduced mobility	2013-2014
Ottawa	Prepare station project	2012-2013
	Outfit railings and stairways with contrast striping, including tactile warning strip on borders	2013-2014
	Washrooms: Install grab bars and visual alarm, and adjust hardware	2013-2014
	Set up cane-detectable protective guards near water fountains and under stairs to block access	2013-2014
Regina	Accessibility audit by the firm People Access	2012-2013
	Railings: Install in stairwells and elevator	2013-2014
	Adjust for unobstructed access, and make minor changes inside building and outside in parking lot	2013-2014
	Doors: Replace handles	2013-2014
	Accessible washrooms on ground floor and 2nd floor	2013-2014
	Service counter	2013-2014

Upgrades by Location (cont'd)

Location	Upgrades	Completed
St. John's	Signage	2012-2013
	Doors: Replace handles	2012-2013
	Parking lot: Signs and marking	2012-2013
	Prepare station project	2013-2014
	Outfit railings and stairways with contrast striping, including anti-slip borders	2014-2015
	Build new unisex accessible washrooms	2014-2015
Toronto	Carry out a compliance audit using the new checklist	2014-2015
Whitehorse	Accessibility audit by the firm People Access	2012-2013
	Install outdoor access ramp and replace intercom	2013-2014
	Doors: Replace handles	2013-2014
	Signage	2013-2014
	Accessible washrooms on ground floor and 2nd floor	2013-2014
Winnipeg (St-Boniface)	Replace power door operator	2014-2015
Yellowknife	Outdoor railing and guard rail	2014-2015
	Replace intercoms	2014-2015



New Stations Compliance Projects – Accessibility and Directional Signage Standards (2012-2015)

Location	Completed
Corner Brook	2012-2013
Kamloops	2012-2013
Kitchener	2012-2013
Rimouski	2012-2013
Saskatoon	2012-2013
Saint John	2012-2013
Sydney	2012-2013
Hamilton	2013-2014
Matane	2013-2014
Gander	2014-2015