

**CBC ANNUAL REPORT TO HRDC FOR 2000  
EMPLOYMENT EQUITY**

**EXECUTIVE SUMMARY**

**1. GENERAL OVERVIEW**

The CBC operates six networks which broadcast in English and French, Television and Radio on the am and fm bands. The network operations are located in Toronto and Montreal with regional offices located in each province and the North West Territories/Yukon/Nunavut. The Corporate Office is located in Ottawa. The CBC's shortwave service which broadcasts in seven different languages around the world, is headquartered in Montreal.

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".

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.

A new policy entitled 'Code of Conduct' was introduced in 2000. The 'Code of Conduct' provides the guiding principles that govern daily performance of employees' duties. It is in fact a crystallization of current policy and practice in the CBC. Included under the section 'Rights and Obligations' of the policy is mention of Equal Opportunity in which it is stated that "all employees and potential employees receive fair and equitable treatment".

The Re-engineering Task Force which was established in the fall of 1999, successfully completed the first phase of its mandate which was to re-evaluate and recommend improvements in four key areas of CBC's business operations. Task force initiatives are producing key changes in these operations, most notably, a new model for managing CBC's real estate properties. CBC's transmission and distribution assets are also under examination and work has begun with the Sports departments in the media lines, principally in English and French Television to explore new partnership opportunities. These initiatives will eventually lead to savings and generate revenues that can be reinvested into programming. In the fall of 2000, the Task Force was charged with pursuing work in other areas including an examination of CBC processes for developing and producing cross-cultural programming and recommending ways to increase such programming.

The tool for internal reporting purposes on employment equity representation has been implemented. It incorporates 1996 census data and provides availability and representation data on qualified designated group members within broad occupational categories by geographical location and CBC component i.e. English Television and Radio, French Television and Radio, Finance etc. This tool will be used to guide managers in setting short and long term hiring/promotion goals for designated group members in occupations where they are under-represented.

**II. QUANTITATIVE INFORMATION**

The representation rate for women in permanent positions in 2000 continued its steady growth, reaching 40.0% compared with 39.4% in 1999. There were 90 (1.4%) Aboriginal Peoples; 163 (2.5%) persons with disabilities; and 316 (4.8%) members of visible minorities occupying permanent positions in 2000. These representation rates marked similar levels to 1999 with the exception of persons with disabilities, where the rate fell from 2.6%.

Women, Aboriginal Peoples and members of visible minorities enjoyed hiring and promotion rates greater than their representation rates in CBC's workforce. The hiring rate for persons with disabilities was below their representation rate in CBC's workforce.

#### Year-to-Year Variances

As is typical to CBC's dynamic workforce, there were year-to-year variances resulting from employee movement within occupations, within geographic locations, and changes in employment status.

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

- Approximately 200 employees who were temporary in 1999 became permanent full-time in 2000. (+200)
- Approximately 90 permanent full-time employees who were on absence without pay in 1999 returned to regular employment in 2000. Approximately 130 permanent full-time employees went on to absence without pay in 2000. (Net -40)
- Approximately 25 permanent part-time employees in 1999 returned to full-time in 2000; Approximately 40 permanent full-time employees in 1999 went to part-time in 2000. (Net -15)
- Approximately 55 permanent full-time employees in 2000 ended employment on December 31, 2000. (+55)

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

- Approximately 10 permanent part-time employees who were on absence without pay in 1999 returned to regular employment in 2000. Approximately 5 permanent part-time employees went on to absence without pay in 2000. (Net +5)
- Approximately 40 permanent full-time employees in 1999 went to part-time in 2000. (+40)  
Approximately 25 permanent part-time employees in 1999 returned to full-time in 2000. (Net +15)

### III. QUALITATIVE MEASURES

#### Communications

The CBC's Equity Newsletter was published three times in 2000. The Newsletter typically features articles on programming which focus on diversity at home and abroad as well as noteworthy staff changes. The Newsletter enjoys a wide and positive readership as evidenced by the feedback from within and outside the Corporation.

The Corporate Employment Equity Office has a web page on the internet where employees and the public may access information about equity initiatives in the CBC, statistics and other relevant information. The web page is updated as new information emerges. This information is also made available to CBC employees on the CBC's intranet.

Information on the progress of the CBC's Re-engineering Task Force, mentioned earlier, is offered on an intranet site dedicated to the Task Force. Employees may also use this site to ask questions about developments.

## **Equity Environment**

The text below summarizes some of the measures that supported an equitable environment for employees.

### The HELP Fund

In 2000, 29 projects were supported by the HELP (Help Energize Local Projects) Fund. The purpose of the HELP Fund is to provide financial assistance for internships, on-the-job developmental opportunities and workplace accommodation for designated group members. Through the internships, trainees gain the experience to enable them to compete successfully as job vacancies arise. Projects include internships in mostly on-air and technical roles.

The HELP Fund partnered with CBC Radio's "New Voices" to provide seven internships to members of designated groups. "New Voices" is designed to bring in voices not regularly heard on CBC's English Network Radio including visible minorities.

In March 2000, the Employment Equity Advisor in Montréal arranged an information-sharing session at Radio-Canada for the francophone candidates from Québec who were recruited as interns for CBC's HELP Fund program since 1994. The purpose of the session was to gain insight into the strengths and weaknesses of the program from the candidates' points of view and to learn from them how well they had integrated in Radio-Canada's workforce. A diversity management specialist from l'Université de Québec à Montréal facilitated the session. The experience was considered very useful and participants were struck by the candid comments of some of the interns.

### Mentoring

One of the criteria for HELP Fund assistance is that a mentor must be identified as part of the development plan which must also include milestones and feedback to the intern. These mentors act as coaches to the interns and ensure that they are given every chance to succeed. In Chicoutimi, for example, colleagues of a disabled intern have worked with her very closely so that she has been able to assume increasing responsibilities with ease.

The Employment Equity Advisor at Radio-Canada in Montreal acts as mentor to interns who are recruited as part of their employment equity initiatives. She ensures that the interns are integrated into the workforce as smoothly as possible by, for example, familiarizing them with the culture of the organization.

CBC Radio in British Columbia developed a program that helps match mentors with interns and recent entrants to the workforce. And in Windsor, CBC in partnership with the public high school systems, has a job-shadowing program for African American students.

A Radio 'New Voices' producer in Winnipeg has met extensively with Aboriginal and visible minority groups in the community to develop freelancers. They have subsequently employed a couple of Aboriginal freelancers that contribute in a meaningful way at least twice a month. These freelancers also help to find guests, advise on what's happening in the community and provide story ideas. This producer has acted as a mentor on a number of occasions.

A major annual Arts and Entertainment undertaking is 'Performance Showcase', now in its fourth year. The goal is to develop new writing and directing talent, and bring new voices to CBC Television. Three very accomplished directors who are working on Showcase are mentoring a young budding Aboriginal Director, just starting his career in Television.

An Aboriginal employee in Thunder Bay, who normally occupies the position of announcer/operator, was given a three-month assignment in Radio News under the mentorship of a senior news reporter.

### Diversity Training

A sensitivity session was given to members of the Human Resources team and line management who work at Radio-Canada Montréal. The session dealt with the new cultural reality, current population demographics, a briefing on the requirements of the Employment Equity Act and Radio-Canada's internship program which is targeted at under-represented designated group members.

In April 2000, Radio-Canada Montréal assumed responsibility for the planning and organization of a presentation entitled "La diversité: un atout concurrentiel pour l'entreprise". Three speakers were invited to present their points of view and experiences on the subject of diversity.

A CBC Journalistic Leader from Vancouver participated in a day-long 'Media and Diversity Issues' workshop sponsored by IMPACS, a Vancouver-based NGO. The seminar was facilitated by a dispute resolution professor from the University of Victoria and brought together mainstream media representatives and leaders of the multicultural community to talk about how multicultural community issues get covered.

CBC producers in Calgary met with an Aboriginal leader who is a cultural consultant, for an exchange of training/story ideas.

On an individual basis many managers are already sensitive to cultural diversity through the programs they conceive or new ideas they seek especially in the current affairs and news areas. For example, 'Culture Shock' is a program broadcast on CBC Newsworld and simultaneously broadcast in French on Radio-Canada's RDI. Hosted by a young, Black journalist, the program explores the lifestyles and the values that make up Canada's cultural diversity.

'Canada Now' (Toronto) is a news program produced on location, featuring a different ethnic community in Toronto each week. The program explores stories with the intent of showcasing Toronto's multicultural scene.

'Out Front' is a program broadcast across the Radio One Network, weekdays in prime time. Each program is hosted by a freelancer from different cultural backgrounds and tells the freelancer's own story, in his/her own words.

New series have also been created specifically to feature CBC Radio 'New Voices'. One particularly successful series was 'Out of the Blue' which was coordinated from Halifax and ran on Radio Two from October to December 2000. 'Out of the Blue' featured over 60 new contributors of music, poetry and other spoken work performance, from all regions of the country and from different cultural backgrounds.

The CBC Sports Documentary Unit produced a one-hour documentary called 'Too Colourful for the League' which was about the history and hardships of Black hockey players attempting to break into the National Hockey League. This was a co-production with Diversus, a Montreal production company.

English Network Television run a 13-program series, each year, called 'Moving On' that deals with disability issues and is staffed largely with persons with disabilities. French Television has run a similar series for two years now; it is produced externally, and is called 'Pareil pas pareil' and is hosted by a well-known disabled athlete. She was heard on French Radio as a commentator during the Olympics as part of the French Radio Team, sent to Sydney.

CBC and Radio-Canada also regularly portrayed on various programs such as 'Man Alive', 'Venture', 'The National Magazine', 'Le Point' and through some téléromans, issues of concern to the disability community. These programs also serve to raise the consciousness of CBC employees to various disability issues.

The CBC annual production of the 'Aboriginal Achievement Awards' along with a myriad of features about Aboriginal Peoples and their communities on such programs as 'The Fifth Estate', 'Montreal ce soir', 'Second Regard', and 'Culture-choc' also serve to heighten people's awareness of Canada's diversity including Aboriginal Peoples .

### Employee Assistance Program

The CBC has had an employee assistance program in place for some 15 years. This program is available to all employees and provides a range of counselling services which address life issues, ensuring utmost confidentiality. Information about the program and the contacts for each city are available in hard copy at all CBC locations or can be accessed by employees through the intranet.

## **Employment Systems**

### Human Resources Policies Review

The revised version of CBC's Human Resources policies have been approved by the Board of Directors. All policies reflect the conditions stipulated in applicable legislation. In the early 1990's, a fundamental review of CBC's HR policies was undertaken and discussed with the CHRC to ensure compliance with legislated requirements. This last review was meant to streamline the statements of principles, standardize format and simplify processes for inclusion on the intranet.

The revised Staffing Policy states that "to meet the short and long term objectives of the Corporation we must attract and retain the best qualified people, reflecting the diversified marketplace in which we operate".

The new Training Policy states that "Employment Equity objectives are considered in developing CBC's training plan and integrated where appropriate".

## **Initiatives for Designated Groups**

### Recruitment

CBC News recruited interns from a number of universities for short term (6 week) work-study programs that were part of official course work. This past year, they took in 25 university recruits, many of whom were visible minorities.

TV Sports added a visible minority person as a sideline reporter in their coverage of CFL football. They also continued using a former visible minority football player and decathlete in their track and field coverage.

Staffing opportunities occurred in which persons with disabilities were selected for various roles. For example, CBC News and Newsworld recruited the disabled host of 'Moving On' to work as a reporter. She was given a number of training courses and was coached on her performance and writing skills. The experience was so successful that they are bringing her back to work as a reporter again this summer.

Upon completion of her internship at Radio-Canada Montréal, a young woman with a disability was offered regular full-time employment. Another disabled woman was hired to work in Marketing and Sales.

An Aboriginal journalism student was recruited by CBC Regina as a paid intern. They believe that she has the potential to develop into a good reporter. She still has one year remaining to complete her education, but CBC is hopeful they can attract her for work at the CBC after she graduates.

An Aboriginal woman was recruited by CBC Winnipeg as part of the HELP Fund/New Voices initiative to intern as an announcer/producer and to expand CBC's contact with Winnipeg's growing Aboriginal community.

CBC Vancouver hired an Aboriginal female as a temporary studio camera operator and have continued her training on specialized camera equipment and remote broadcasts. Another male Aboriginal is hired as a casual lighting technician; his skills have developed quite well under CBC's guidance and he is frequently in demand as a casual.

In Thunder Bay, two promising Aboriginal candidates were recruited as technician announcers to do weekend weathers for Ontario. A third candidate for the weekend weather announcer job was so impressive that he was trained to be a freelance reporter. This native Radio internship program is designed to develop candidates' journalistic skills so they can compete for reporter jobs within a two-year period.

The Location Manager in Thunder Bay is a member of IANE; an organization with a mandate to promote the hiring of Aboriginal employees.

### Training and Development

Training is an integral component of CBC internships whether stand-alone or as part of the HELP FUND and New Voices initiatives.

CBC Radio in Vancouver has a New Voices producer who recruits and trains freelancers from visible minority communities and others under-represented on their airwaves. A Vancouver freelance journalist who is a regular columnist on CBC Radio's 'The Early Edition', has recently been trained to work as an associate producer on CBC Vancouver's local current affairs shows and as a reporter in the Radio Newsroom. And a Chinese employee who works for Vancouver Television participated in a skills development course in film editing with the Alan Clapp production. He is also renewing his knowledge of film editing techniques on the Habitat Forum documentary.

CBC Windsor held two Radio Clubs where individuals were brought into the studio for training on how to freelance for CBC Radio. Of the 12 individuals who participated, four were from visible minority groups.

Two visible minority women trained as researchers for the French TV Network units assigned to Parliament Hill in Ottawa and in Quebec City. The intern working in Ottawa will become a regular employee when the new production season begins.

An intern at Radio-Canada Québec who is a visible minority received on the job skills training in the field of public relations.

For the last three years, CBC Records in Network Music, has placed women in the technical ranks, providing training in high end digital music editing and CD mastering skills. One of these women went on to compete successfully for work at CBC Halifax.

A woman with a disability received on-the-job training to become a producer of a regional Radio program.

As part of its commitment to Aboriginal programming and internship initiatives, CBC has provided support to an independent Aboriginal production company based in Alberta, which is looking to develop a show that deals with Aboriginal culture. CBC support is also an investment in training Aboriginal students as journalists and filmmakers.

CBC Newsworld sponsors the Joan Donaldson Scholarship. Each year one student is selected from each of eight Journalism Schools in Canada. Each is awarded \$2000 cash plus a summer job at a Newsworld location. In 2000, six of the winners were women, one was Aboriginal. Most of the winners have stayed with the CBC after their summer job, so the program is able to give the winners a good start on their careers.

#### Promotion

As part of the performance management and development process approved by the Senior Management Committee, a succession planning exercise has been in place for senior management for the past two years. In some areas, succession planning is now being extended to other levels of management. The joint performance management and staff development process has been implemented through pilot projects in eight CBC locations, in cooperation and partnership with CBC unions. A full roll-out of this joint process is scheduled to begin the spring and summer of 2001.

#### Retention and Termination

The separation rates of designated group members is monitored annually to ensure their numbers are not disproportionate to their representation in the workforce. The HELP Fund, mentioned earlier, has been used in some instances as a means of maintaining designated group members in jobs which might otherwise have been cut.

#### Reasonable Accommodation

CBC's Accommodation Policy formalizes the practice of accommodating employees in ways which meet their needs and ensures operational requirements are met. Flexible schedules are commonplace in CBC locations to facilitate child, elder and personal health care needs. Extra time off may be granted to travel in personal emergency and bereavement situations. Part-time employment and job sharing have been offered as alternatives to full-time employment.

A graphics designer with a disability who works in Vancouver had difficulty using a standard computer mouse. When her workstation was upgraded in 2000, a trackball was installed to allow her more ease of function in her role.

In Chicoutimi, minor adaptations were made to a workstation to allow a woman who uses a wheelchair, added flexibility to move around more easily.

In Montréal, a person with a visual impairment was provided a monitor with a large screen so that he could perform his function more easily. And an employee with a hearing impairment was provided an adapted telephone headset, once he made his needs known to his supervisor.

#### **IV. CONSTRAINTS**

The main constraints to implementing employment equity goals have been reorganization, restructuring and constant change. Within this context, line managers have continued outreach and internship initiatives to designated groups.

**V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES**

Consultation on employment equity matters has occurred mostly in the context of HELP Fund internships where seeking union approval is a requirement.

**VI. FUTURE STRATEGIES**

The Corporate Employment Equity Office will work with line managers to renew short and long-term internal hiring/promotion goals and action plans for designated group members.