OAG Special Examination Action Plan

TO:	Board of Directors/Audit Committee
MEETING:	February 25, 2014
FROM:	Suzanne Morris, Vice-President & Chief Financial Officer Roula Zaarour, Vice-President, People & Culture Maryse Bertrand, Vice-President, Real Estate Services, Legal Services and General Counsel Steven Guiton, Vice-President Technology, and Chief Regulatory Officer
PURPOSE:	Management Action Plan to OAG 2013 Special Examination Recommendations
DATE:	January 16, 2014 updates

SIGNIFICANT POINTS:

- In the OAG Special Examination Report presented to the Board of Directors in February 2013, seven recommendations and eleven management commitments were made.
- The attached report provides the fourth quarterly update on management's action plans. Updates from the last report are indicated in blue font.
- Action plans are on track.

MANAGEMENT ACTION PLAN TO OAG 2013 SPECIAL EXAMINATION RECOMMENDATIONS – FOR SET

7 OAG RECOMMENDATIONS	11 COMMITMENTS MADE IN OAG REPORT	DETAILED ACTION PLAN	STATUS Not started In Progress Complete	RESPONSIBLE
RECOMMENDATION 1 The CBC should provide the Board of Directors with strategic plans in a timely manner for the Board's approval.	1. In the Spring of 2013, the Corporation intends to submit an updated Human Resources Strategic Plan to the Board for approval.		**Completed**	MANAGEMENT: People & Culture: R. Zaarour BOARD COMMITTEE: HR & Governance
RECOMMENDATION 2 The CBC should consider incorporating people management measures into its corporate performance measurement framework.	2. We recognize the need to reintroduce more formal people management measures in the corporate framework aligned with the People and Culture Strategic Plan. These measures are intended to be in place for the next fiscal year [2013/14] and will be reported in our Corporate Plan & Annual Report.		**In Progress On track to deliver as planned**	MANAGEMENT: People & Culture: R. Zaarour/M. Barrette BOARD COMMITTEE: HR & Governance
RECOMMENDATION 3 The CBC should develop succession plans and consistent competency profiles across the Corporation for its supervisory or management staff and key talent positions.	3. The Corporation is committed to an effective competency model that is the foundation of an integrated talent management strategy. A leadership profile that covers all levels of leadership (executive, mid-level and front-line leaders) will be broadly communicated by the summer of 2013 to make leadership expectations clear and consistent.		**Completed**	MANAGEMENT: People & Culture: R. Zaarour/ E. Lancaster BOARD COMMITTEE: HR & Governance

January 16, 2014*LEGEND: **Green** – On track to deliver as planned; **Yellow** – risks identified that may jeopardized planned delivery; **Red** –Planned dates not achievable and therefore reset

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	4. We will continue the delivery of the succession process for the Senior Executive Team that is already in place. The leadership profile and supporting tools for this process will be deployed to mid-level management to ensure consistency and alignment across leadership levels. Development plans will be put into place for all succession candidates to the Senior Executive Team and mid-level management by the summer of 2014.		Completed On track to deliver as planned	MANAGEMENT: People & Culture: R. Zaarour BOARD COMMITTEE: HR & Governance
	5. We are also committed to providing career progression opportunities to our employees as we identify successors and high potential employees throughout the organization. A standardized approach to support development plans for these employees will be in place by the winter of 2013-2014.		**Completed**	MANAGEMENT: People & Culture: R. Zaarour/M. Barrette BOARD COMMITTEE: HR & Governance
	6. A project has been launched to review and revitalize our technology in support of numerous talent management initiatives. This technology solution will better allow us to provide the Senior Executive Team with an overall view of the Corporation's talent pool and provide support through a variety of development initiatives.		**To follow process review and implementation**	MANAGEMENT: People & Culture: R. Zaarour/M. Barrette BOARD COMMITTEE: HR & Governance

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RECOMMENDATION 4 The CBC should ensure that all of its managers are evaluated on specific people management objectives, which include clear performance measures.	7. The Corporation intends to have in place a requirement for all mid-level managers to have a people management objective included in their yearly performance plan for the 2013-2014 fiscal year. Data to be gathered on effective completion of the process.		**In Progress On track to deliver as planned**	MANAGEMENT: People & Culture: R. Zaarour/ E. Lancaster BOARD COMMITTEE: HR & Governance
RECOMMENDATION 5 The CBC should develop and implement a strategy, in the People and Culture component, to retain its management team so that it can provide continuity and have the capacity to implement long-term strategic human resource objectives.	8. A retention strategy for the People and Culture management team will be developed by the summer of 2013 that focuses on building competencies, increasing business knowledge, better alignment of efforts to have bigger impact, and developing high potential employees.		**Completed** Completed	MANAGEMENT: People & Culture: R. Zaarour/ M. Barrette BOARD COMMITTEE: HR & Governance

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RECOMMENDATION 6 The CBC should update its security policy, and develop information security standards and procedures, as well as awareness training for classifying and handling sensitive information.	9. An Information Security and Risk Management initiative already underway which includes information classification and security. CBC/Radio-Canada is in process of **updating its security policy** and as part of this initiative, will develop **information security standards and procedures**, as well as **awareness and training strategies**.		**Completed** **Completed** **Completed** **Completed**	MANAGEMENT: IT/Technology Strategy Board S. Guiton/J. Lee

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			Completed	
			On track to deliver as planned	Real Estate/Legal Services & Legal Counsel M. Bertrand/ T. Marrocco BOARD COMMITTEE: Audit Committee
RECOMMENDATION 7 The CBC should develop and implement an action plan to address gaps identified in its environmental management system.	10. Effective immediately, overall responsibility for the Corporation's environmental management system belongs to the Vice-President, Real Estate, Legal Services and Legal Counsel.		Completed	MANAGEMENT: Real Estate/Legal Services & Legal Counsel M. Bertrand/ P. Pietracupa BOARD COMMITTEE: Audit Committee
	11. Under this leadership, roles and responsibilities will be more tightly integrated and the environmental program will be more comprehensive and effective in addressing the gaps noted.		Completed Completed	MANAGEMENT: Real Estate/Legal Services & Legal Counsel M. Bertrand/ P. Pietracupa BOARD COMMITTEE: Audit Committee

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