

## APPENDIX 6 OMBUDSMAN - ENGLISH SERVICES

- A. Board of Directors' response to the ombudsmen's reports
- B. English services management's response to the Ombudsman's report
- C. 2014-2015 Annual Report of the Office of the Ombudsman, English Services

BOARD OF DIRECTORS of the CANADIAN BROADCASTING CORPORATION  
**STANDING COMMITTEES ON ENGLISH AND FRENCH LANGUAGE BROADCASTING**

**Minutes of the Meeting held on**

June 23, 2015

Ottawa, Ontario

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 = by videoconference







**Members of the Committee present:**

Rémi Racine, Chairperson of the Board  
Hubert T. Lacroix, President and Chief Executive Officer  
Edward Boyd  
Sonja Chong  
Pierre Gingras  
Robert Jeffery  
Marni Larkin  
Terrence Leier  
Maureen McCaw  
Brian Mitchell  
Marlie Oden

**Members of the Committee absent:**

None

**In attendance:**

Heather Conway, Executive Vice-President, English Services ()  
Ester Enkin, Ombudsman, English Services ()  
Sylvie Gadoury, Vice-President, Legal Services, General Counsel and Corporate Secretary  
Louis Lalande, Executive Vice-President, French Services ()  
Pierre Tourangeau, Ombudsman, French Services ()  
Michel Cormier, Executive Director, News and Current Affairs, French Services ()  
Stéphanie Duquette, Chief of Staff to the President and CEO  
Tranquillo Marrocco, Associate Corporate Secretary  
Jennifer McGuire, General Manager and Editor in Chief, CBC News and Centres()

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**Opening of the Meeting**

At 8:30 a.m., the Chairperson called the meeting to order.

## **1. 2014-2015 Annual Report of the English Services' Ombudsman**

Esther Enkin provided an overview of her report, including the number and subject-matter of the complaints received during the fiscal year and the metrics used by her office to track complaints. She commented on the handling of complaints that are outside the Ombudsman's mandate. She also addressed the issue of conflicts of interests and the need to balance transparency with privacy in a social media environment, as well as the need for a principle-based approach to declaring conflicts of interests and enterprise-wide training.

Jennifer McGuire explained the manner in which the election team was created, the training on the applicable journalistic standards during election periods that was provided to staff, including those who work outside the news department.

Committee members inquired about the Ombudsman's initiatives to raise awareness regarding journalistic standards, the election coverage viewership by youth, the impact of celebrity issues on the number of complaints received, the fact-finding process for investigations, examples from other jurisdictions where reviews by the ombudsman can be triggered automatically, the level of independence enjoyed by the ombudsman, the manner in which our webpages direct complaints outside the ombudsman's mandate to Audience Relations, and the metrics to assess our complaints response performance.

## **2. 2014-2015 Annual Report of the French Services' Ombudsman**

Pierre Tourangeau provided an overview of his report, including the number and subject-matter of the complaints received during the fiscal year, the complaints received with respect to the coverage of the provincial election, the New Brunswick shooting and the conflict in the Middle East. He emphasized the need to provide editorial training to the young journalists in the regions. He also reported on his regional visits and his appearance before a Senate committee.

Committee members inquired about the staff's reaction when conducting reviews relating to general-interest programs when dealing with current issues, the frequency of review of our journalistic standards, the manner in which lessons learned with respect to the election coverage can be shared with news staff, the difference between younger journalists and older journalists, the level of respect given to the Ombudsman's work, and the policies and practices with respect to employees who run for elected office.

### **3. Boards' Response to the Reports of the Ombudsmen**

On a motion duly moved and seconded, **IT WAS RESOLVED**, – That the Reports of the Ombudsmen, the Management's Responses thereto, and a summary of the Committee's proceedings thereon, be included in the Board's report to the CRTC.

### **Adjournment**

At 10:45 a.m., the meeting was adjourned.



**2014–2015  
English Services**

**English Services Response to  
the Ombudsman's Annual Report**

**June 23, 2015**

## **Introduction**

CBC News appreciates the opportunity to respond to the annual report by the CBC Ombudsman. Ms. Enkin's reviews of CBC journalism are an important expression of the accountability and transparency that the CBC offers Canadians, and she does a thorough and thoughtful job. We thank her for her efforts.

The overall metrics, as illustrated by the Ombudsman report, suggest to us that CBC journalism is functioning at an impressively high level. Although the year saw our organization dealing with some high-profile public controversies, there was virtually zero increase in both the number of complaints about our journalism and the number of violations found by the Ombudsman.

When you consider the increased speed at which our newsrooms operate, the pressures on staff as a result of our re-engineering of local services, and the tremendous ease in making complaints for our audience, the stability in the numbers should be seen as an impressive accomplishment. And CBC News is proud to be living up to the high standards we set for ourselves.

Those standards matter. And given the emphasis by the Ombudsman on matters relating to conflict of interest, this seems a reasonable place to begin as we offer some thoughts on the conclusions in her report.

## **Responses to Key Issues**

### **Conflict of Interest**

We share completely the Ombudsman's view on the importance of avoiding any conflict of interest for our journalists. We note that we have some differences of opinion with her assessment of how CBC handled the two related issues of paid speaking by our journalistic staff, and the allegations made against CBC's senior business correspondent, Amanda Lang.

First, on the issue of paid speaking:

We believe the Ombudsman report underestimates Management's efforts last year to restrict paid public speaking by our on-air staff, saying that we "took a first step toward increasing transparency last year when conflict of interest issues were raised. I conducted a review at that time, recommending that News staff no longer accept paid engagements – unfortunately, it took a second round of public outrage to make that a reality."

The measures announced in April of 2014 included far more than simply making public the appearances by our staff; they dealt with discrepancies for freelance staff, and – most importantly -- protected our journalism by severely curtailing the number of organizations for whom we would approve appearances.

General Manager and Editor-in-Chief Jennifer McGuire wrote in her blog at the time, “We'll reject requests from companies, political parties or other groups which make a significant effort to lobby or otherwise influence public policy, even if the speech or event seems innocuous.”

That decision was made after extensive consultation with People & Culture. The intent was to protect our journalism against conflict of interest, but still allow us to live up to the spirit and letter of our Collective Bargaining Agreement, which includes the rights of staff to perform outside work.

Early in 2015, Management went even further and announced that it would no longer permit ANY paid public appearances by our on-air journalistic staff. It is worth pointing out that this later decision triggered a grievance by the Canadian Media Guild, which is currently going through arbitration.

Devoid of that context, we were concerned that the Ombudsman's characterization of our decisions might be unfair. This has been a complex issue, which CBC Management has taken extremely seriously from the outset.

On the question surrounding Amanda Lang, we note that there was nothing in the Ombudsman's review of the matter which conflicted with our own internal review. That may not be obvious to people familiar only with external media coverage of the event. They might overlook the fact that we were unable, due to obligations of confidentiality, to release any part of our internal review that reflected on the conduct of individual employees.

CBC News Management has, since this incident, begun efforts to remind all staff about the rules around conflict of interest. The key messages are that CBC's rules on conflict of interest need to be interpreted in the strictest manner possible; and that we need more communication between employees and their supervisors so that every potential conflict is considered. Finally, we are expanding the use of formal conflict-of-interest protocols with individual journalistic employees with the intent that they will become commonplace.

We have considerable sympathy for the Ombudsman's concern that the process of our internal review led to delays in responses to complaints on the Lang matter. We do not apologize for the thoroughness of our self-examination here, but will draw lessons from the experience to ensure no similar delays in the future. We note and appreciate the Ombudsman's recognition in her report that the overall News and Current Affairs response rate continues to improve every single year.

The Ombudsman suggests that in exceptional circumstances such as this one, one way to expedite the process would be for her office to work in conjunction with Management “to get at the underlying facts and issues.” This is an interesting idea, though it raises some concerns for us that it could compromise the independence of the Ombudsman's office. That would be an unhealthy outcome.

There are instances in which one option would be to refer matters directly to the Ombudsman from the beginning. That may not have helped here, because the issue

involved so many questions about HR/IR issues in addition to the journalistic issues that fall within the Ombudsman's mandate.

### **Charlie Hebdo**

Whether to publish the Charlie Hebdo cartoons depicting Mohammed was one of the year's most fascinating journalistic issues, and included a ferocious internal debate over the right thing to do.

As the Ombudsman points out, either choice – to publish or not publish – was legitimate and represented no violation of CBC's Journalistic Standards and Practices. As we noted at the time, there is often no perfect alternative. In those instances, we at CBC News will continue to use our experience and values to make the best judgements we can.

CBC News appreciated the outpouring of public feedback on our decision from both supporters and detractors.

### **Gaza Conflict**

We thank the Ombudsman for acknowledging that there was no pattern of bias or inaccuracy in CBC's reporting of the conflict between Israel and Hamas last summer.

We agree with her about the need to monitor our Mideast coverage carefully for fairness and balance – and we certainly did so in this instance. And we continue, on a regular basis, to emphasize with our editors the imperative of providing context and perspective on delicate stories such as this.

### **Election Coverage**

CBC News Management takes heed of the Ombudsman's reminder that a federal election is upcoming, and is already working on her suggestion to ensure that appropriate managers and senior editorial staff are aware of the application of the JSP during an election period, as well as providing guidance on the obligations during this time of programs which usually fall outside the JSP.

### **Response to Complaints Outside the Mandate**

Over the past year, CBC Communications took the necessary steps to revamp our Audience Services group with a view to having a team in place that reflects where our audiences are consuming CBC's content and connecting to us. Simply stated, we're significantly scaling back answering calls and moving to a model where we respond by email or on social media in a streamlined, timely manner. We also implemented a new initiative (CBC Connects) on the English Services' homepage to better navigate Audience Services and that includes posting frequently asked questions and answers on topics of interest.





OFFICE OF THE OMBUDSMAN | ENGLISH SERVICES

# OMBUDSMAN

ANNUAL REPORT  
2014-2015

CBC  Radio-Canada

April 2015

Mr. Rémi Racine, Chair, Board of Directors, CBC/Radio-Canada

Mr. Hubert T. Lacroix, President and CEO, CBC/Radio-Canada

Members of the Board of Directors, CBC/Radio-Canada

Dear Mr. Racine, Mr. Lacroix and Members of the Board of Directors:

I am pleased to submit the annual report of the Office of the Ombudsman, English Services, for the period April 1, 2014, to March 31, 2015.

Sincerely,



Esther Enkin  
Ombudsman  
English Services

# THE OMBUDSMAN'S REPORT

## 2014-15

The volume of complaints may be stable, but this year was characterized by issues that generated passionate and polarized complaints.

I am sorry to say for the second year in a row conflict of interest was one of the most significant areas of concern. The Gaza conflict last summer also resulted in a considerable amount of correspondence. Another area of concern was CBC News management's decision not to publish the Charlie Hebdo cartoons depicting the prophet Mohammed in the wake of the Paris shootings. And issues of balance and fairness were raised by those who believe the evidence for childhood vaccination is not conclusive, as well as by those who question the reality of climate change.

In all this office handled 2,877 complaints, communications, inquiries and expressions of concern. Of those, 1,706 pertained to information content, and 1,171 (41% of the total) were "other." I am pleased to say the number of complaints about the comments section dropped significantly. The 200 or so complaints we received regarding the scandal around Jian Ghomeshi almost all fell outside the mandate of the Ombudsman, as they concerned CBC's handling of the matter. A few touched on the journalism — either questioning CBC's ability to objectively cover the event or accusing CBC News of not covering it enough. All correspondence was passed on to the appropriate area of the Corporation for response.

This year I conducted 70 reviews. In 12 cases I found some violation of policy and in 8 others, while there was no violation, I noted there was room for improvement. In those cases the weakness tended to be around adequate context or a lack of clarity, often because of the choice of language.

There is another category that I would like to mention. And that is when the programmers acknowledge some weakness or error. In most of those cases, the complainants don't ask for a review, although some still do so. I have looked over these responses for a couple of years. There is no discernable pattern, and the errors are not egregious. The responses generally acknowledge that things might have been clearer, or a headline was not appropriate. There is the odd error of fact — often online and one that was caught and changed even before a complaint was received. Given the volume, pressure and speed of any modern newsroom, this is not surprising. It is a reminder though of the value of careful copy editing and the need to resist the warp speed that is digital journalism.

There is a small group of correspondents who want to continue a dialogue well beyond the disposition of specific complaints. Even after a review is completed, the emails continue. This

can result in upwards of 30 emails in a year from one individual. While this office is always open to public concerns and suggestions, its resources, as well as those of the News department, make it impossible to do anything more than acknowledge receipt. As my Radio-Canada colleague, Pierre Tourangeau, has pointed out, it is also very easy, through the use of social media, for special interest groups to galvanize and create the impression of widespread concern. Special interest groups have the right to ask that their concerns be addressed, but I want to echo Pierre's observation that having to answer the same basic letter countless times serves no one's best interests. In this same vein, I note that we received over 200 letters from supporters of the Conservative party after a fundraising email went out criticizing the CBC and alleging the CBC had tried to prevent them from contacting their supporters about supposed CBC bias. I note there was also a significant number of people who received the party fundraising letter and wrote to express their anger at receiving it and to support CBC.

## **CONFLICT OF INTEREST**

After the Canadaland story about Amanda Lang broke on January 12, we received 67 complaints. A series of stories on the website accused Lang of attempting to sabotage a story involving foreign workers and Royal Bank of Canada. It accused her of being in a conflict of interest when she interviewed the bank's CEO, Gordon Nixon, for two reasons: she had been paid to speak at events either directly or indirectly sponsored by the bank, and she was in a relationship with a board member. The letters that followed raised some important and complex issues.

Ms. Lang had accepted an invitation to speak at an event sponsored by iGate, the company that had recruited foreign workers for RBC. She cancelled her appearance, but it nevertheless contributed to the appearance of conflict. The issue of her speaking engagement had been dealt with at the time, but it was relevant to this year's complaints. The whole episode highlighted the need for transparency, a value CBC News management has stressed over the last few years. Management took a first step toward increasing transparency last year when conflict of interest issues were raised. I conducted a review at that time, recommending that News staff no longer accept paid engagements — unfortunately it took a second round of public outrage to make that a reality.

At the end of the day, CBC News management did the right thing — they also undertook a thorough review of the situation. I understand the need to have been thorough and thoughtful in dealing with this issue. It not only touched on journalistic policy, but human resources issues as well. But it simply took too long. It was three months before complainants had a substantive answer to their concerns. The policy on paid speaking engagements was put in place sooner, but that was a proverbial shutting of the barn door. The mandate of this office is to be an appeal authority, and that is a well-regarded and sensible model for an Ombudsman. To do my own review, it was necessary to conduct yet another thorough and detailed investigation to preserve the independence and integrity of the office. That is equally time

consuming and means that the review process drags on as well. I think in this case the process failed the public.

I would welcome a discussion with News management to find a way, in exceptional circumstances like this one, to develop a process in which the Office of the Ombudsman and management work together to get at the underlying facts and issues. This would address a couple of challenges, notably the need for timeliness and that an internal News managed investigation is open to questions of integrity. I understand News management is ultimately accountable, but with prior agreement there might have been a way to have the Ombudsman conduct the investigation from the outset. The important thing to emphasize is that there should be a quicker response to these widespread complaints.

CBC policy on conflict of interest refers both to the appearance of conflict, as well as an actual conflict. In this case, I do not believe that there was a conflict in internally challenging the story. Especially in investigative efforts, there should be a continuous challenging of assumptions. Her challenging of the story was not a conflict. It is not surprising though that it gave the appearance that it was, given Ms. Lang's speaking engagements and her personal relationship with an RBC board member. When Ms. Lang interviewed the Royal Bank's CEO about foreign workers on her program, it is hard to argue that there was not an appearance of conflict of interest. CBC policy clearly states that "no conflict of interest should exist or appear to exist." There are two main ways a journalist can be, or appear to be, in a conflict of interest: monetary and personal. The monetary one is easier and more straightforward to fix, and CBC News management has taken appropriate action in that regard.

The personal is more challenging — it raises issues of privacy, and of establishing criteria that would help employees know when to declare the potential conflict. It is difficult, and management has said they have taken some steps to deal with it. If senior correspondents can muse aloud that one's integrity would not be questioned for taking fees from institutions they might cover, then News management might want to consider a robust education process for staff. I think it would be useful to develop some training for managers and staff so there is a clearer and shared understanding of conflict, potential conflict and what to do about it if it does exist. Clearly articulated guidelines for assessing the potential conflict or perception of conflict should be widely discussed and shared publicly as well. This is by no means an easy task. There needs to be thought given to how to publicly disclose any protocol put in place. There is no one size fits all here — sometimes declaring the relationship up front can be enough. Sometimes a reporter must recuse herself from some aspect of coverage.

Members of the Ethics Committee of the Canadian Association of Journalists provide a set of questions to ascertain the degree of conflict and the possible remedy. (Full disclosure: I am a member of that committee, but was not involved in this particular project.) There are three pertinent questions, a smell test, as it were:

1. Where is the journalist's primary loyalty?

The question is can it be reasonably thought that a relationship or connection might threaten the duty of primary loyalty to the public.

2. How close and how current is the relationship?

I get accusations of conflict because two people were once married, but divorced for years. Surely there is a statute of limitations.

3. What would the public think? What would a fair minded viewer, listener or reader think if they knew of the connection?

That's a hard one to answer, but it's important to ask.

The need for transparency is real. Its imperative is only magnified by this social media age where it seems impossible to control information in any way.

It is important, once a relationship exists, to clearly define a journalist's assignment — what he or she can or cannot cover. It is important that if it is decided that a journalist can continue to cover an area where there is a conflict, that the reasons for that decision are clearly and openly stated. The more News management shares its thinking and why it came to the conclusion it did, the better educated the public and staff will be. If the goal is transparency, sharing the decision making process is critical.

## **GAZA CONFLICT**

The Israeli-Palestinian conflict always attracts a large number of complaints. I did eight reviews on the matter and, in the course of the conflict, evaluated and monitored many hours of broadcasts and numerous online articles. On the whole, there was an even-handed approach. Some of the items I reviewed did not meet CBC journalistic standards, but there was no pattern of bias or inaccuracy. War of any sort is very challenging. The Gaza conflict even more so. The images of destruction in Gaza were so powerful that many supporters of Israel insisted there was bias, even though there was consistent mention of attacks and damage done in Israel. The fact is pictures are stronger than words — but that certainly doesn't mean reporters are constrained from telling and showing what they see.

It is striking how supporters of each side believe in an absolute truth, with little tolerance for the grey areas or nuance, or consideration that other truths may also exist. They demand to have the narrative told through their lens and their lens only. The News department must ensure it carefully monitors its coverage, ensure editors in particular have the knowledge to evaluate information and ensure the proper context is provided. They have to do this while carefully resisting pressure from passionate lobby groups who try their best to push their agendas.

## **GAMERGATE**

A new hot topic emerged this year, one known as #Gamergate. It is hard to imagine that something that is a hashtag could generate the kind of divisive and angry response as this one does. It has become, to those involved, more than a hashtag. It is emblematic of two very different perceptions of the world of video gaming. Those behind #Gamergate believe they are part of a consumer movement exposing corruption and cronyism in the gaming industry and the “mainstream” press. Those critical of it believe it has become an umbrella for misogynist behavior and has resulted in cyberbullying of female gamers, game designers and women who write about gaming.

It is a great example of the power and influence of social media and the ability of its users to galvanize around specific causes and interests. It illustrates the issues my colleague Pierre Tourangeau discusses in his report about the use, and abuse, of social media. Of course the Ombudsman must judge each case on its merits. But the facts don’t change when the inbox is filled with complaints as a result of someone’s tweet calling for action. I note that at the end of the fiscal year, the CBC Radio One program Q did an interview about #Gamergate that resulted in 22 more complaints. The issue is outstanding at the time of this writing.

## **CHARLIE HEBDO**

CBC News, along with many other media organizations, decided not to reproduce the Charlie Hebdo cartoons that featured the prophet Mohammed. That caused a great deal of consternation. The correspondence ranged from concerns that this was somehow “giving in” to the terrorists, to accusations of a double standard vis à vis various faith groups. They are all good and valid points. As I explained in my review, the management decision was not a violation of policy. I also pointed out that the news coverage did convey images that were very derogatory to Islam, as well as other faith groups, but drew the line at depiction of Mohammed. The mail should make News staff think more generally about offensive material, but the choices made by CBC staff and management did not violate policy.

It’s interesting to note that generally speaking European publications, as well as Radio- Canada, opted to show the offending image. Since there is no violation of policy in either choice, but legitimate editorial decision making, it is not a significant issue that Radio-Canada and CBC took different approaches. Both Ombudsmen discussed the issue at the time. While we generally take the same approach, there are times different conclusions are valid. CBC journalistic standards are guidelines, not prescriptive rules.

## **BALANCE AND SCIENCE**

Both climate change deniers and “anti-vaxxers,” those who question or reject the safety and importance of child vaccination, insist that equal time and attention be paid to those who

support their views. I have written several reviews rejecting this notion. There are aspects that require a range of perspectives. But journalistic policy is clear that not all views are equal. In the face of overwhelming scientific evidence and consensus, it becomes a disservice to present opposing views as if they had the same validity. This creates a false equivalence, and since one of the first values of journalism is truth telling, it actually would violate policy to create an equivalence. As Bill Kovach and Tom Rosenstiel explain in their 2007 edition of “The Elements of Journalism”: “Balance...can lead to distortion. If an overwhelming percentage of scientists, as an example, believe that global warming is a scientific fact, or that some medical treatment is clearly the safest, it is a disservice to citizens and truthfulness to create the impression that the scientific debate is equally split.”

## **COMPLAINTS OUTSIDE THE MANDATE**

I want to draw to your attention, once again, the fact that nearly half the complaints this office receives are outside the mandate. It is good there is one place citizens can access CBC, I suppose, but I can only reiterate my request that the Corporation’s website do a better job of providing names and information so that members of the public can direct their queries and concerns to the right place. I still get a significant number of emails expressing frustration at what is seen as an impervious and confusing interface.

## **RESPONSE TIME**

While the response time of 20 working days remains challenging, News and Current Affairs keep improving the response rate. This year there were only seven complaints unanswered at the end of the fiscal year. I thank them for their co-operation.

## **APPEARANCE OF THE OMBUDSMEN AT THE SENATE**

In an unusual turn of events, my colleague Pierre Tourangeau and I were called to testify before the Senate Standing Committee on Transport and Communications, which was holding hearings to examine the challenges faced by the Canadian Broadcasting Corporation in relation to the changing environment of broadcasting and communications. To say the least, it was unprecedented that the Ombudsmen, who above all else must preserve their independence, testified before a government committee. We explained how our office works, our relationship with senior management and the safeguards in place to ensure our independence. We would not engage in any discussion outside of our mandate. Since we are independent of News management it was inappropriate to speculate, or to suggest anything related to strategy. The arm’s length relationship between the CBC in general, and more particularly News and Current Affairs, and the government is critical, and fraught. Frankly, while Mr. Tourangeau and I participated in the hearing, we wondered how close to crossing the line on keeping our independence we had come.



One final observation: in this next year there will be a federal election. Since there has been significant change in personnel in some areas of News and Current Affairs, I hope management will ensure that appropriate managers and senior editorial staff are aware of the application of the Journalistic Standards and Practices during an election period. There are program genres not normally covered by JSP that must adhere to policy if dealing with election related topics or issues. They too should be clear about their obligations.

And I could never end a report without, once again, acknowledging my assistant Laura Marshall. I thank her for her support, skill and effort in helping me and, even more importantly, the citizens who come to this office.

Esther Enkin  
Ombudsman, English Services

# RAPPORT DE L'OMBUDSMAN

## 2014-2015

Bien que le nombre de plaintes reçues soit demeuré stable, cette année a été marquée par des enjeux qui ont généré des débats aussi passionnés que polarisés.

J'ai le regret de vous informer que, pour la deuxième année consécutive, ce sont les conflits d'intérêts qui ont soulevé le plus de préoccupations. L'été dernier, le conflit à Gaza a engendré une abondante correspondance. La décision de la direction de CBC News de ne pas montrer les caricatures représentant le prophète Mahomet publiées dans le magazine *Charlie Hebdo* dans la foulée de la tuerie à Paris a également suscité des désaccords. Aussi, des personnes estimant que les données sur la vaccination des enfants ne sont pas probantes, ainsi que des personnes doutant de l'existence des changements climatiques, ont remis en question le traitement équilibré et équitable de ces dossiers.

Au total, mon bureau a traité 2 877 plaintes, communications, demandes de renseignements et expressions de préoccupation. De ce nombre, 1 706 étaient liées aux contenus d'information, et 1 171 (41 %) étaient de nature autre. Bonne nouvelle : le nombre de plaintes sur les sections réservées aux commentaires a considérablement diminué. Des quelque 200 plaintes relatives à l'affaire Jian Ghomeshi, presque toutes concernaient la manière dont CBC a traité l'affaire et ne relevaient donc pas de l'ombudsman. Cela dit, quelques-unes avaient trait au traitement journalistique de la nouvelle – leurs auteurs s'interrogeaient sur la capacité de CBC de couvrir ces événements de manière objective ou accusaient CBC News de ne pas suffisamment les couvrir. Toute la correspondance reçue a été acheminée aux services concernés afin qu'ils puissent y répondre.

Cette année, j'ai produit 70 révisions. Dans 12 cas, des infractions à notre politique ont été signalées, alors que dans huit cas, la politique n'avait pas été enfreinte, mais des lacunes ont été constatées. Dans ces cas, un manque de contexte ou de clarté était en cause, souvent le résultat de choix de mots.

J'aimerais mentionner une autre catégorie de plaintes : les situations où des programmeurs reconnaissent la présence de lacunes ou d'erreurs. Dans la plupart des cas, les plaignants ne demandent pas une révision. J'ai inspecté les réponses à ces plaintes pendant deux ans. Aucune tendance évidente ne se dessine, et les erreurs relevées ne sont pas graves. En règle générale, dans les réponses formulées, on convient que l'information aurait pu être plus claire, ou encore qu'un titre n'était pas approprié. Quelques erreurs factuelles ont été commises – souvent en ligne – et une erreur a été corrigée avant même qu'une plainte ne soit formulée. Étant donné le volume, la pression et le rythme effréné qui caractérisent toutes les salles de nouvelles modernes, il n'est pas surprenant que de telles erreurs surviennent. Elles nous rappellent

l'importance d'une révision attentive et le besoin de résister à la vitesse fulgurante propre au journalisme numérique.

Un petit groupe de plaignants souhaitent poursuivre le dialogue après que leur plainte a été traitée. Ils continuent de nous écrire même une fois la révision terminée. Nous pouvons recevoir 30 courriels d'une seule personne dans une année. Si mon bureau est toujours ouvert pour entendre les inquiétudes et les suggestions du public, ses ressources limitées, ainsi que celles de CBC News, nous empêchent de faire plus que d'accuser réception. Comme l'a souligné mon collègue Pierre Tourangeau de Radio-Canada, les médias sociaux permettent à des groupes d'intérêts particuliers de très facilement galvaniser la population et donner l'impression que leurs préoccupations sont généralisées. Ces groupes ont le droit de demander que leurs préoccupations soient entendues, mais, à ce sujet, je suis d'accord avec M. Tourangeau pour dire que de devoir répondre d'innombrables fois à la même lettre ne fait avancer les choses pour personne. D'ailleurs, nous avons reçu plus de 200 lettres de partisans du Parti conservateur du Canada après l'envoi d'un courriel de collecte de fonds critiquant CBC et l'accusant d'avoir tenté d'empêcher l'organisation politique d'informer ses partisans d'un supposé parti pris de CBC. De nombreux destinataires de ce courriel ont aussi écrit pour indiquer que cette démarche les choquait et qu'ils appuyaient CBC.

## **CONFLIT D'INTÉRÊTS**

Après la publication, le 12 janvier, du reportage de *Canadaland* sur Amanda Lang, nous avons reçu 67 plaintes. Dans une série de textes, on accusait M<sup>me</sup> Lang de tenter de saboter un dossier sur des travailleurs étrangers et la Banque Royale du Canada, et de s'être placée en conflit d'intérêts en interviewant le président-directeur général de l'institution financière, Gordon Nixon, pour deux raisons. Premièrement, elle avait été rémunérée pour prononcer des discours lors d'événements directement ou indirectement financés par RBC, et deuxièmement, elle entretenait une relation avec un membre du conseil d'administration de RBC. Les lettres qui ont suivi ont soulevé des questions importantes et complexes.

M<sup>me</sup> Lang avait accepté une invitation pour prononcer une allocution à un événement commandité par iGate, l'entreprise qui avait recruté des travailleurs étrangers pour RBC. Elle a annulé sa participation, mais l'apparence de conflit d'intérêts est restée. La question a déjà été réglée, mais il est pertinent d'y revenir à la lumière des plaintes reçues cette année. Toute cette histoire a mis en évidence notre obligation de transparence, une valeur sur laquelle la direction de CBC News a beaucoup insisté au cours des dernières années. Elle a d'ailleurs entrepris des démarches pour améliorer la transparence l'an dernier lorsque de possibles conflits d'intérêts ont été évoqués. À l'époque, j'ai effectué une révision dans laquelle je recommandais d'interdire aux employés de CBC News d'accepter des engagements rémunérés. Malheureusement, il a fallu un autre tollé pour que cette recommandation soit appliquée.

En fin de compte, la direction de CBC News a bien réagi, et elle a analysé la situation en profondeur. Je suis d'avis qu'un examen minutieux et approfondi était effectivement

nécessaire. Cette situation avait des implications sur le plan des politiques journalistiques, mais aussi sur le plan des ressources humaines. Par contre, le processus a été trop long. Trois mois se sont écoulés avant que les plaignants reçoivent une réponse concrète. La politique sur les allocutions contre rémunération avait déjà été mise en place, mais le mal était fait. Le Bureau de l'ombudsman est une instance d'appel. Il s'agit d'un mandat respecté et délicat. Pour effectuer ma révision, j'ai dû mener une autre enquête minutieuse et approfondie afin de préserver l'indépendance et l'intégrité de mon bureau. Cette démarche prend aussi du temps et ralentit le processus de révision. J'estime que, dans ce cas-ci et pour cette raison, le public a mal été servi.

J'aimerais amorcer une discussion avec la direction de CBC News afin de développer un processus qui nous permettrait, pour des cas exceptionnels comme celui-ci, de déterminer ensemble les faits et les enjeux sous-jacents. De cette manière, nous pourrions mieux surmonter certaines difficultés relatives, notamment, à la rapidité d'exécution requise et au fait qu'on puisse douter de l'intégrité d'une enquête interne de CBC News. Je comprends que la direction de CBC News est ultimement responsable, mais, sous réserve d'une entente préalable, l'ombudsman aurait peut-être pu mener l'enquête dès le départ. La leçon à retenir, c'est que l'on devrait réagir plus rapidement à ces préoccupations qui sont largement répandues.

La politique de CBC sur les conflits d'intérêts couvre autant les conflits apparents que les conflits réels. Dans cette affaire, je ne crois pas que la contestation, à l'interne, de la validité de la nouvelle ait donné lieu à un conflit d'intérêts. Tout spécialement dans le cas du travail d'enquête, les hypothèses formulées devraient toujours être remises en question. Dans cette optique, M<sup>me</sup> Lang ne s'est pas placée en conflit d'intérêts en critiquant la nouvelle. Cela dit, il n'est pas surprenant qu'il y ait eu apparence de conflit d'intérêts, étant donné les allocutions contre rémunération données par M<sup>me</sup> Lang et ses liens avec un membre du conseil d'administration de RBC. Difficile d'arguer qu'il n'y avait pas apparence de conflit d'intérêts lorsqu'elle a interviewé le président-directeur général de RBC à propos des travailleurs étrangers dans le cadre de son émission. La politique de CBC est claire : « Il ne doit y avoir aucun conflit ou apparence de conflit [...]. » Un journaliste peut se placer en conflit d'intérêts réel ou apparent pour deux principales raisons : un gain financier ou personnel. Les conflits d'intérêts relatifs à un gain financier sont plus faciles à encadrer et à régler, et la direction de CBC News a pris les moyens qu'il fallait.

Les gains personnels, eux, posent plus de problèmes. Ils soulèvent des enjeux liés au droit à la vie privée, ainsi qu'à l'établissement de critères pour aider les employés à déceler les conflits potentiels, qui constitue une entreprise complexe. C'est difficile, mais la direction a affirmé avoir pris des mesures dans ce sens. Si des premiers correspondants peuvent remarquer qu'on ne saurait mettre en doute l'intégrité d'un journaliste rémunéré par une organisation qu'il pourrait être appelé à couvrir, la direction de CBC News devrait se doter d'un solide processus de formation pour son personnel. Je crois qu'il pourrait s'avérer utile de développer des formations pour les gestionnaires et les employés sur ce qu'est un conflit d'intérêts réel ou apparent et quoi faire en cas de conflit réel. On devrait discuter à large échelle de lignes

directrices claires pour évaluer le risque de conflit réel ou apparent, et les rendre publiques. C'est loin d'être chose aisée. Nous devons réfléchir à la manière dont tout protocole mis en place sera rendu public. L'approche unique ne pourra pas fonctionner ici. Parfois, divulguer la relation d'entrée de jeu peut suffire, alors qu'à d'autres moments, le reporter devra se retirer de certains volets de la couverture.

Le Comité d'éthique de l'Association canadienne des journalistes propose une série de questions pertinentes pour évaluer dans quelle mesure il y a conflit d'intérêts et pour déterminer une solution. (Par souci de transparence, je veux que vous sachiez que je siége à ce Comité, mais que je n'ai pas participé à ce projet précis.) Voici les trois questions proposées :

1. Envers qui ou quoi s'exerce la loyauté première du journaliste?

Il faut se demander si on peut raisonnablement penser qu'une relation ou un lien avec une personne donnée pourrait miner le devoir de loyauté première envers le public du journaliste.

2. Dans quelle mesure la relation est-elle intime et a-t-elle cours?

Je reçois des accusations de conflit d'intérêts parce que deux personnes ont été mariées, mais sont divorcées depuis des années. Il y a évidemment prescription.

3. Qu'en penserait le public? Qu'est-ce qu'un téléspectateur, un auditeur ou un lecteur de bonne foi penserait s'il était au courant du lien?

Cette question est importante, même s'il n'est pas facile d'y répondre.

La nécessaire transparence est bien réelle. Son importance capitale n'est que mise en évidence en cette ère des médias sociaux, où il paraît impossible de contrôler l'information de quelque manière que ce soit.

Lorsqu'une relation existe, il importe de clairement définir l'affectation du journaliste – ce qu'il peut et ne peut pas couvrir. Lorsqu'on décide qu'un journaliste continuera à couvrir un dossier malgré un conflit d'intérêts, il importe d'énoncer clairement et ouvertement les raisons justifiant cette décision. Plus la direction de CBC News communiquera ses réflexions et les raisons qui l'auront menée à prendre une décision donnée, mieux le public et le personnel seront informés. Si le but est la transparence, la communication du processus décisionnel est cruciale.

## **CONFLIT À GAZA**

La couverture du conflit israélo-palestinien génère toujours beaucoup de plaintes. J'ai effectué huit révisions liées à cette situation et j'ai suivi et évalué, pendant le conflit, un grand nombre d'heures d'émissions et d'articles en ligne. Dans l'ensemble, l'approche est impartiale. Certains des contenus que j'ai examinés ne respectaient pas les normes journalistiques de CBC, mais je

n'ai décelé aucune tendance de parti pris ou d'inexactitude. Tous les conflits armés présentent d'importantes difficultés, et encore plus le conflit à Gaza. Les images de destructions à Gaza étaient tellement puissantes que bon nombre de personnes appuyant Israël ont soutenu que nous avions un parti pris, même si les attaques et les dommages causés en sol israélien étaient constamment mentionnés. Une image vaut mille mots, certes, mais cela ne doit certainement pas empêcher les journalistes de raconter et de montrer ce dont ils sont témoins.

Il est frappant de constater combien des tenants de chaque camp croient à une vérité absolue, tolèrent mal les propos nuancés et refusent d'admettre l'existence d'autres vérités que la leur. Ils exigent que le conflit soit raconté de leur point de vue uniquement. CBC News doit surveiller de près sa couverture, veiller à ce que les rédacteurs en chef en particulier aient les connaissances nécessaires pour évaluer l'information et s'assurer que l'information présentée est adéquatement mise en contexte. En même temps, CBC News doit résister aux pressions exercées par des lobbys militants qui déploient tous les efforts pour faire avancer leurs idées.

## **GAMERGATE**

Un nouveau sujet chaud est apparu cette année : le #Gamergate. Difficile d'imaginer qu'un mot-clic puisse générer une telle irritation et des réactions aussi polarisées. Pour les personnes concernées, le débat a largement dépassé le mot-clic. Il cristallise deux perceptions très différentes de l'univers des jeux vidéo. Les instigateurs du #Gamergate estiment appartenir à un mouvement de consommateurs qui expose la corruption et le copinage dans l'industrie des jeux vidéo et la presse de grande diffusion. Ses détracteurs jugent qu'il est plutôt devenu un repaire d'internautes aux comportements misogynes qui intimident les femmes qui jouent à des jeux vidéo, en créent ou écrivent à ce sujet.

Il s'agit d'un excellent exemple de la puissance des médias sociaux, de l'influence qu'ils exercent et de la capacité de leurs utilisateurs de rallier les internautes à des causes et des intérêts précis. Il illustre bien les enjeux entourant l'utilisation – parfois abusive – des médias sociaux que mon collègue Pierre Tourangeau a abordés dans son rapport. Évidemment, l'ombudsman doit évaluer chaque cas selon son bien-fondé. Une boîte de courriel remplie de plaintes à la suite d'un appel à tous sur Twitter ne change rien à ma façon de procéder. À la fin de l'exercice financier, une entrevue sur le #Gamergate diffusée à l'émission Q de CBC Radio One a donné lieu à 22 plaintes de plus. Ce dossier est toujours à l'étude au moment d'écrire ces lignes.

## **CHARLIE HEBDO**

Comme bon nombre d'organisations médiatiques, CBC News a choisi de ne pas montrer les caricatures représentant le prophète Mahomet publiées dans le magazine *Charlie Hebdo*. Beaucoup de gens ont été consternés de cette décision. Certains estimaient que CBC News jouait le jeu des terroristes, alors que d'autres accusaient CBC News d'avoir deux poids, deux

mesures en ce qui concerne les groupes confessionnels. Toutes ces remarques sont pertinentes. Comme je l'ai expliqué dans ma révision, la décision de la direction ne contrevenait pas à la politique. J'ai également indiqué que les reportages sur cette affaire contenaient des images dénigrantes pour l'islam comme pour d'autres religions, mais qu'on avait sciemment exclu les images représentant Mahomet. Le courrier reçu à ce sujet devrait pousser les employés de CBC News à avoir une réflexion plus générale à propos du contenu choquant, mais les choix de la direction et du personnel de CBC News n'étaient pas contraires à la politique.

Il est intéressant de noter qu'en règle générale, les publications européennes, comme Radio-Canada, ont choisi de montrer l'image choquante. Comme ces deux choix opposés ne contreviennent pas à la politique, mais sont plutôt le fruit d'un processus décisionnel légitime, le fait que CBC et Radio-Canada aient adopté des approches différentes ne pose pas de problème important. Les deux ombudsmans en ont discuté au moment des faits. CBC et Radio-Canada privilégient généralement la même approche, mais, dans certains cas, des conclusions différentes peuvent être valables. Les normes journalistiques de CBC constituent des lignes directrices, pas des règles normatives.

## **ÉQUILIBRE ET SCIENCE**

Ceux qui nient les changements climatiques et ceux qui contestent l'importance et l'innocuité de la vaccination des enfants exigent qu'autant de temps et d'attention soit consacré à leur camp qu'au camp opposé. J'ai rejeté cette notion dans plusieurs révisions. Certains aspects doivent être examinés selon un éventail de points de vue, mais la politique journalistique est claire : tous les points de vue ne sont pas égaux. Devant un consensus et des preuves scientifiques irréfutables, il devient nuisible de présenter des points de vue opposés comme s'ils étaient aussi valables l'un que l'autre. Cela crée une fausse équivalence et, comme l'une des valeurs fondamentales du journalisme est de dire la vérité, irait à l'encontre de la politique. Bill Kovach et Tom Rosenstiel expliquent ce principe dans leur livre *The Elements of Journalism*, paru en 2007 : « Balance [...] can lead to distortion. If an overwhelming percentage of scientists, as an example, believe that global warming is a scientific fact, or that some medical treatment is clearly the safest, it is a disservice to citizens and truthfulness to create the impression that the scientific debate is equally split. »

## **PLAINTES NE RELEVANT PAS DU MANDAT DE L'OMBUDSMAN**

Je tiens à vous informer qu'encore une fois, près de la moitié des plaintes reçues ne relevaient pas du mandat de mon bureau. J'imagine que c'est une bonne chose pour les citoyens de pouvoir communiquer avec CBC par l'intermédiaire d'un point de contact unique, mais je ne peux que demander à nouveau que les noms et les coordonnées des personnes-ressources soient mieux indiqués sur le site web de la Société, afin que les membres du public puissent acheminer leurs questions et leurs préoccupations au bon endroit. Je reçois toujours un

nombre élevé de courriels de citoyens frustrés en raison de l'interface du site, qu'ils jugent déroutante et difficile à utiliser.

## **DÉLAIS DE RÉPONSE**

Le service Nouvelles et Actualités peine toujours à respecter le délai de réponse fixé à 20 jours ouvrables, mais améliore son rendement en la matière. Cette année, seulement sept plaintes étaient toujours en suspens à la fin de l'exercice financier. Je tiens à remercier le service pour sa collaboration.

## **COMPARUTION DES OMBUDSMANS DEVANT LE SÉNAT**

Situation plutôt exceptionnelle, mon collègue Pierre Tourangeau et moi-même avons été invités à témoigner devant le Comité sénatorial permanent des transports et des communications, qui tenait des audiences pour examiner l'environnement changeant de la radiodiffusion et des communications. Qu'on demande aux ombudsmans, qui doivent avant tout préserver leur indépendance, de témoigner devant une instance gouvernementale était du jamais vu. Nous avons expliqué le fonctionnement de nos bureaux, notre relation avec la haute direction et les mesures de protection en place pour assurer notre indépendance. Notre témoignage s'est limité à notre mandat. Comme nous sommes indépendants des directions des services de nouvelles, il aurait été inapproprié de spéculer ou de suggérer quoi que ce soit relativement à la stratégie. La relation sans lien de dépendance entre CBC en général – et plus particulièrement le service Nouvelles et Actualités – et le gouvernement est cruciale, et tendue. Franchement, M. Tourangeau et moi avons participé aux audiences, mais en nous demandant jusqu'à quel point nous approchions ainsi de la limite à ne pas franchir.

Une dernière observation : nous aurons des élections fédérales l'an prochain. Comme il y a eu des changements importants dans le personnel de certains secteurs du service Nouvelles et Actualités, j'espère que la direction s'assurera que les gestionnaires et les responsables de la rédaction touchés sont au courant des modalités d'application des *Normes et pratiques journalistiques* en période électorale. Certaines catégories d'émissions qui ne sont pas normalement assujetties aux *Normes et pratiques journalistiques* le deviennent lorsqu'elles traitent de sujets ou d'enjeux liés aux élections. Les personnes responsables devraient aussi être bien au fait de leurs obligations.

Et je ne pourrais jamais conclure un rapport sans remercier mon assistante, Laura Marshall, pour son soutien et sa compétence, et pour les efforts qu'elle déploie pour m'aider et, surtout, pour aider les citoyens qui s'adresse à mon bureau.



Esther Enkin  
Ombudsman, Services anglais

## NUMBER OF COMMUNICATIONS RECEIVED

	INFORMATION PROGRAMMING	GENERAL PROGRAMS/ OTHER	TOTAL	REVIEWED	REVIEW UNDER WAY/CARRIED OVER
<b>2014-15</b>	<b>1706</b>	<b>1171</b>	<b>2877</b>	<b>70</b>	<b>4</b>
2013-14	1671	1225	2896	68	3
2012-13	1586 (919 plus 667 O'Leary petition)	1032	2618	70	3
2011-12	2954 (2074 plus 880 election debates)	927	3881	91	1
2010-11	3363 (1926 plus 1437 election debates)	749	4112	62	18
2009-10	1204	824	2028	84 (incl. 12 re one program)	28
2008-09	1618	1048	2666	44	31
2007-08	1052	785	1837	51	20
2006-07	1326	491	1817	37	17
2005-06	1391 (+ 43,466 Green Party petition)	477	1868	40	9
2004-05	1809 (incl. 1077 re Green Party & debates)	241	2050	69	1
2003-04	1590	326 (+239 Cherry)	2155	75	5
2002-03	1273	376	1649	73	6
2001-02	582	442	1024	54	1
2000-01	597	537	1134	45	3
1995-96	221	65	286	37	7

## MANDATE OF THE OFFICE OF THE OMBUDSMAN

### I. PRINCIPLES

CBC/Radio-Canada is fully committed to maintaining accuracy, integrity, balance, impartiality and fairness in its journalism, as expressed in its unique code of ethics and practice, the Journalistic Standards and Practices (<http://jsp.cbc.ca/apps/pol>). Our journalistic mission is to inform, to reveal, to contribute to the understanding of issues of public interest and to encourage citizens to participate in our free and democratic society. We base our credibility on fulfilling that mission through adherence to the values, principles and practices laid out in the Journalistic Standards and Practices.

The Ombudsman is completely independent of CBC program staff and management, reporting directly to the President of CBC and, through the President, to the Corporation's Board of Directors.

### II. MANDATE

#### 1. Audience complaints and comments

- a) The Ombudsman acts as an appeal authority for complainants who are dissatisfied with responses from CBC information or program management.
- b) The Ombudsman generally intervenes only when a correspondent deems a response from a representative of the Corporation unsatisfactory and so informs the Office of the Ombudsman. However, the Ombudsman may also intervene when the Corporation fails to respond to a complaint within a reasonable time.
- c) The Ombudsman determines whether the journalistic process or the broadcast involved in the complaint did, in fact, violate the Corporation's Journalistic Standards and Practices. The gathering of facts is a non judicial process and the Ombudsman does not examine the civil liability of the Corporation or its journalists. The Ombudsman informs the complainant and the staff and management concerned of the review's findings and posts such findings on the Ombudsman's website.
- d) As necessary, the Ombudsman identifies major public concerns as gleaned from complaints received by the Office and advises CBC management and journalists accordingly. The Ombudsman and CBC management may agree that the Ombudsman undertake periodic studies on overall coverage of specific issues when it is felt there may be a problem and will advise CBC management and journalists of the results of such studies.

- e) The Ombudsman establishes a central registry of complaints and comments regarding information content, and alerts journalists and managers on a regular basis to issues that are causing public concern.
- f) The Ombudsman prepares and presents an annual report to the President and the Board of Directors of the Corporation summarising how complaints were dealt with and reviewing the main issues handled by the Office of the Ombudsman in the previous year. The report includes mention of the actions, if any, taken by management as a result of the Ombudsman's findings, provided such disclosure does not contravene applicable laws, regulations or collective agreements. The annual report, or a summary thereof, is made public.
- g) The Office of the Ombudsman reports annually on how each media component has met the CBC standard of service for the expeditious handling of complaints.

## **2. Compliance with journalistic policy**

- a) The Office of the Ombudsman is responsible for evaluating compliance with the Journalistic Standards and Practices in all content under its jurisdiction. It can be assisted in this role by independent advice panels. Panel members are chosen by the Ombudsman; their mandate is to assess content over a period of time, or the overall coverage of a particular issue by many programs, and report their findings to the Ombudsman. The Ombudsman will advise CBC management and journalists of these findings.
- b) The evaluation measures performance in respecting the fundamental principles of CBC journalism:
  - balance, impartiality, accuracy, integrity and fairness for information content; and
  - balance and fairness for general-interest programs and content when dealing with current issues.
- c) The Office reports bi-annually.

## **III. JURISDICTION**

The jurisdiction of the Office of the Ombudsman covers all news, current affairs and public affairs content on radio, television and the internet (whether in-house or produced by a third party) that falls within the scope of the Corporation's Journalistic Standards and Practices, as amended from time to time

This includes news and all aspects current affairs and public affairs (political, economic and social) as well as journalistic activities in agriculture, arts, music, religion, science, sports and variety. This also includes user-generated content when incorporated in news, current affairs and public affairs stories.

Complaints beyond the Ombudsman's mandate should be addressed directly to the programs concerned, or Audience Relations.

#### **IV. APPOINTMENT**

- a) When filling the Ombudsman's position, the CBC openly seeks candidates from outside as well as inside the Corporation.
- b) After appropriate consultation, the President and CEO establishes a selection committee of four. Two members, including the committee chair, must be from the public. People currently employed by the Corporation or employed by the Corporation within the previous three years will be excluded from nomination as public members. The other committee members are chosen, one among CBC management, the other among its working journalists. Members representing the Corporation and journalists jointly select the committee chair among the two representatives of the public.
- c) The selection committee examines applications and selects a candidate to be recommended for appointment by the President and CEO.
- d) The Ombudsman's appointment is for a term of five years. This term may be extended for no more than five additional years. The Ombudsman's contract cannot be terminated except for gross misconduct or in instances where the Ombudsman's actions have been found to be inconsistent with the Corporation's Code of Conduct Policy 2.2.21.
- e) The outgoing Ombudsman may not occupy any other position at the CBC for a period of two years following the end of his/her term but can, at the discretion of the incoming Ombudsman, be contracted to work for the Office of the Ombudsman.



OFFICE OF THE OMBUDSMAN | ENGLISH SERVICES

**OMBUDSMAN**

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