

**CBC ANNUAL REPORT TO HRDC FOR 2001
EMPLOYMENT EQUITY**

EXECUTIVE SUMMARY

1. GENERAL OVERVIEW

CBC/Radio-Canada operates six networks which broadcast in English and French, Television and Radio on the am and fm bands, as well as three full-service web sites. The network operations are located in Toronto and Montreal with regional offices located in each province and, the North West Territories/Yukon/Nunavut where services are broadcast in eight Aboriginal languages. 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.

In the spring of 2001, the preliminary results of the CBC employee survey were shared with staff. The changes and improvements flowing from the survey are designed to have long-term impact on the way work is accomplished at the CBC. The key issues that were identified include (not necessarily all-inclusive) communication (effectiveness, focus and vehicles), performance management and recognition, clarity of CBC's direction and goals, teamwork, training and development, leadership and management.

The CBC's corporate structure and senior management group underwent reorganisation in 2001. The Senior Management Committee (SMC) is now comprised of 10 senior executives. The new structure which reflects greater integration among core programming and critical support functions is intended to "consolidate CBC/Radio-Canada's image as an integrated, efficient producer of distinctive, high quality programming on all platforms".

The CBC's Reengineering Task Force entered into its second phase of implementation which was to review fleet management, benchmarking, SAP optimisation, performance indicators and cross-cultural programming.

II. QUANTITATIVE INFORMATION

The representation rate for women in permanent positions in 2001 continued its steady growth, reaching 40.6% compared with 40.0% in 2000. There were 95 (1.4%) Aboriginal Peoples; 153 (2.3%) persons with disabilities; and 311 (4.6%) members of visible minorities occupying permanent positions in 2001. The 2001 representation rate for Aboriginal Peoples marked a similar level to its rate in 2000. There was a decline in the rates of representation from last year for persons with disabilities and members of visible minorities.

Women, Aboriginal Peoples and members of visible minorities enjoyed hiring and promotion rates greater or equal to 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, changes in employment status and changes in leave of absence status.

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

- Approximately 160 employees who were temporary in 2000 became permanent full-time in 2001 (+160).
- Approximately 80 permanent full-time employees who were on absence without pay in 2000 returned to regular employment in 2001; Approximately 140 permanent full-time employees went on to absence without pay in 2001 (Net -60).
- Approximately 20 permanent part-time employees in 2000 returned to full-time in 2001; Approximately 35 permanent full-time employees in 2000 went to part-time in 2001 (Net -15).
- Approximately 25 permanent full-time employees in 2001 ended employment on December 31, 2001 (+25).

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 2000 returned to regular employment in 2001; Approximately 10 permanent part-time employees went on to absence without pay in 2001. (Net +0)
- Approximately 35 permanent full-time employees in 2000 went to part-time in 2001; Approximately 20 permanent part-time employees in 2000 returned to full-time in 2001. (Net +15)
- Approximately 5 employees who were temporary in 2000 became permanent part-time in 2001 (+5).

III. QUALITATIVE MEASURES

Communications

The CBC's Equity Newsletter was published three times in 2001. 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 feed back from within and outside the Corporation.

This past year the Newsletter carried an article on 'Helping People Cope with Communications Disorders' and promoted a 'Guide for Employers Hiring People with Disabilities'. The article outlined the guide content and where it could be acquired.

The Corporate Employment Equity Office has a web page on both the internet and intranet 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.

Equity Environment

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

The HELP Fund

In 2001, 30 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. Projects include internships in on-air, technical and support roles. A good number of HELP Fund interns enjoy continuing employment with the Corporation at this time.

New Voices

As the face of Canada continues to evolve, the CBC has increased the number of new voices representing Canada's diversity on its services. English Radio's 'New Voices' initiative has resulted in bringing 3000 new voices to air, presenting people and stories who sound different and who bring a different perspective on matters. This has served to enrich English Radio's programming and sharpened its reflection of the country and also resulted in broad outreach and recruitment for occasional, casual or freelance workers. In some cases, candidates are groomed for possible full-time work. This past year, the HELP Fund and New Voices initiatives partnered to provide seven internships to designated group members.

Employee Assistance Program

The CBC has had an employee assistance program in place for some 15 years. This program is available to all employees including those living abroad and provides a range of counseling services which address life issues, ensuring utmost confidentiality. The services are available in both official languages and in Inuktitut in the North. 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.

Radio-Canada Internship Program

Over the past four years, a total of 52 designated group members have interned at Radio-Canada, over half in journalistic, editorial and researcher roles. Of these, 67% are still employed by Radio-Canada in varying capacities. In fact, a good number continue to work in the departments where they initially interned.

B.C. Scholarship Program

CBC Television in British Columbia launched a scholarship program in 2000 designed to attract designated group university and college graduates. The program is aimed at strengthening local talent and creating opportunities for a diversity of voices. This year's two interns will be fully integrated into the local and national news operation and along with other existing and upcoming talent, are expected to contribute to the success of Vancouver-based 'Canada Now' and other CBC programs.

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. About 28 to 30 projects per year receive HELP Fund monies.

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 is considered a leader within CBC for mentoring. They have developed a program that helps match mentors with mentorees. A reporter in Vancouver will be leading a mentoring conference for the entire CBC Radio service to share mentoring techniques, experiences and learning.

The directors engaged for the 2001 CBC Television Arts Showcase mentored an emerging Aboriginal director. And in March 2001, 'Opening Night' had an Aboriginal trainee in the production office/studio.

Through the Women In Film and Television – Toronto mentoring program, the CBC's Creative Head of Children's and Youth Programming is mentoring a woman who is interested in entering the field of independent production of children's programming.

As part of 'New Voices' CBC Newfoundland staff continued to mentor high school students, many of whom are visible minorities and immigrants to Canada, to do radio work.

CBC North made significant ongoing investment in training, development and mentorship of Inuit staff for reporter/editor positions in television.

A CBC Newsworld female visible minority employee in Montreal was mentored to enhance her journalistic skills.

Employment Systems

Human Resources Policies Redesign

Implicit in the CBC's Code of Conduct Policy are the principles that all employees and potential employees receive fair and equitable treatment and that all employees of the Corporation work in an environment free of sexual harassment and other forms of discrimination.

The CBC's Harassment Policy states that "it is the policy of the CBC, as an employer, to ensure that the workplace is conducive to the performance of work and is free of sexual harassment and other forms of discrimination.

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

a) Recruitment/Outreach

Recruitment

CBC Newsworld in Montreal hired four female visible minority members and one Aboriginal woman in journalistic, reporter, commentator and archivist roles.

The recruitment for CBC North's Cree language host for the 2001/2002 season was undertaken in English and Cree. Recruitment ads were placed by faxing job ad posters to local band offices for posting and distribution in northern Quebec Cree communities. In addition, advertising was done in "The Nation", the Cree language newspaper for Northern Quebec. Cree staff also made

recruitment calls to potential candidates, promoting the program and the opportunity for the vacant anchor/host position.

Recruitment for Inuktitut language reporters and editors has included advertising in Inuktitut in the Nunatsiaq News. It has also included faxing job advertisements to local co-ops or stores within Northern communities for posting on community bulletin boards. In addition, CBC North Television has produced an Inuktitut language television commercial for a reporter/editor opportunity. This ad has been run on CBC Television as a recruitment ad, and has occasionally also been placed as a commercial on the Aboriginal Peoples Television Network.

In Montreal, a young woman who is hard of hearing was recruited from the Communications and Journalism Program at the University of Quebec at Montreal, to do an internship as an editor for New Media/Sports. The experience was so successful and her integration so remarkable that French Network Television plan to repeat the experience for a placement with New Media/Sports/Information.

In Vancouver, an Indo-Canadian person was recruited for a reporter role. And an Aboriginal journalist completed a two-week internship at the CBC Radio Bureau in Kelowna. The goal was to help her become a regular contributor to the Radio Noon Show, 'BC Almanac', as well as the morning show in Kelowna. CBC Radio also hired a female, Indo-Canadian, as a staff associate producer. And, a BCIT female student interned as video journalist. She continued her internships as an ENG camera operator which resulted in casual summer employment and continues to work on a casual, on-call basis.

Over the past three years, CBC Records has recruited women to work in the technical area of digital editing and mastering. They were brought on for short term contracts (three to six months) on a co-funded basis between CBC Records and the HELP Fund with the intent that further full and part-time opportunities would present themselves within the Corporation at large. In fact, two of the three candidates have gone on to continuing employment with the CBC.

Finally, an individual of Caribbean heritage was appointed host of CBC Newsworld's flagship debate show 'counterSpin' and another visible minority member as host of the live arts and entertainment program '>Play'. The executive producer of '>Play' has recruited diverse personalities and cultures for on-air roles such as host, film reviewer/essayist, urban music columnist and pop culture observer.

Outreach

CBC North participated in the Cree Trade Show at the Annual General Assembly of the Cree Nation in Northern Quebec. Members of the CBC North Television Team who produce a Cree language current affairs program promoted the Cree language, storytelling for Cree audience on television, the importance of staying in school and literacy. Cree journalists provided role models for families attending the trade show.

In May 2001, CBC North Television and Radio hosted an open house in Cambridge Bay, Nunavut to officially establish the presence of CBC Television in the Kitikmeot Region. A CBC North TV anchor hosted the community, providing a role model for the younger generation and an opportunity for her Inuktitut speaking audience to meet her.

A female, CBC Production Manager (Finance) in 'Arts and Entertainment' sits on the Board of Directors of Women in Television and Film – Toronto, as well as WIFT's Policy and Governmental Relations Committee and is therefore extremely active in leading the organization, and organizing WIFT-T programs.

The newly appointed Ottawa anchor of 'Canada Now' acted as co-host with English Radio of an Ottawa Forum on building community after September 11. The forum brought together religious, political and academic leaders as well as the Ottawa Community Immigrant Services.

CBC Vancouver sponsored such events as 'Kickstart: Celebration of Disability Arts and Culture' and a fundraising event for AIDS 'Divas for Life Concert'.

CBC Radio in Vancouver has developed strong ties with Vancouver's Asian communities. This includes the sponsorship of a number of large community events such as Asian Heritage Month, the Taiwanese Canadian Cultural Festival and The Chinese Cultural Flower Market. CBC has also developed working relationships with a number of organizations such as The BC Chinese Orchestra, The Lorita Leung Dance Association and The International Buddhist Society and Temple.

The 2001 CBC Television 'Arts Showcase', a joint Arts and Entertainment/Training initiative, invited dramatic submissions from writers with less than two hours Network Television experience. For the 2001 Showcase, CBC specifically encouraged submissions from writers who are women and/or members of the Aboriginal, visible minority and disabled groups.

The Employment Equity Advisor for Radio-Canada, Montreal collaborates with (not all-inclusive) l'Office des handicapés du Québec, l'Etape, Aim Croit, l'Institut Nazareth et Louis Braille, Visu Aide and l'Association des Malentendants on recruitment matters.

CBC TV and Radio journalists in Charlottetown regularly participate in community outreach such as visits to high schools to speak with young students about careers within the CBC. CBC Charlottetown also sponsored the PEI 'Literacy Scrabble Tournament'.

A CBC Halifax on-air personality attended a media workshop involving a group of persons with disabilities where he collected contacts and encouraged participants to think about working with him at the CBC.

CBC Newfoundland is currently looking at a "books on tape" partnership with the School for the Blind.

b) Training and Development

Training is an integral component of all CBC funded internships as are identified milestones and feedback for improvement. These are criteria which must be identified in any proposal for funding from the Corporate Employment Equity Office. All interns under the CBC's HELP Fund receive on-the-job training and coaching.

The National Aboriginal Achievement Awards Show continued to provide targeted training and mentorship opportunities to Aboriginal people in a variety of roles including director, camera and hosting.

Each spring, English TV Maintenance in Vancouver accepts up to two electronic technologist students from Kwantlen College to perform a two-week practicum. In the spring of 2001, one of the practicum students was a visible minority.

In Montreal, designated group members received training in radio production techniques, such as editing, voice, journalistic rudiments, and writing for New Media.

In CBC North, almost half of the staff are indigenous, and as there are no journalism schools and few other media to provide the talent, CBC has to find promising people and develop the skills and the expertise internally. For example, CBC North Television invested significantly in the training and development of Inuk journalists in Iqaluit, Nunavut. Professional trainers were

brought in to work one-on-one in Iqaluit with new television employees who had no formal training in journalism or television production. Training included an introduction to basic journalism, television story-telling basics and was supported on an ongoing basis with the mentorship of a producer based in Iqaluit. Additional one-on-one training was also provided as follow-up in Iqaluit after new trainees had been able to grow under the leadership of their producer.

CBC North Television drew together partners who provided a six-month training and mentorship for a Dene graduate of the Capilano College Aboriginal Television Production program. This project was in collaboration with CBC Training and Development, The Native Women's Association and The Government of the Northwest Territories.

c) Promotion

As part of the performance management and development process approved by the Senior Management Committee, a succession planning exercise has been in place at CBC/Radio-Canada for senior management for the past three years. In some areas, succession planning is now being extended to other levels of management.

In 2002/2003, CBC/Radio-Canada will undertake to do an indepth review of the succession planning process and will put in place improvements in order to minimize risks and address the issue of an aging workforce, while focusing on ongoing talent renewal.

In 2001, national implementation of the Joint Performance Management and Staff Development Process began across all regions that are covered under the English collective agreements. As of March 31, 2002, 95% of staff received information briefings and training (coordinated in cooperation and partnership with CBC unions). Most employees will now begin preparing for their initial objective setting meeting with their supervisor.

c) Retention and Termination

The HELP Fund was initially used as a means to prolong employment for designated group members whose jobs might otherwise have been lost during times of budget cuts and workforce reduction at the CBC. The Fund is now focused on broadening the pool of talented people by providing internships to new designated group recruits or providing developmental opportunities to designated group employees. This and other internship programs in existence at the CBC serve to strengthen designated group members skills and competencies base to enable them to compete successfully for job opportunities. The mentoring initiatives described earlier also help to ensure the career success of designated group candidates.

e) 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. And part-time employment and job sharing have been offered as alternatives to full-time employment.

In Toronto, for example, a department worked towards reinstatement into the CBC working environment, a person who was on extended long term disability. This required three weeks of part-time work and helping him adjust to the many workplace changes by familiarization and training that was necessary for his complete reintegration.

An office was renovated for a Toronto female employee who has attention deficit disorder. Her room was sound-proofed and the door was moved to face the natural light from the windows. A glass panel was put in beside the door for additional light and a second glass panel was installed where the door had previously been.

In Montreal, the services of 'Visu Aide' were sought to assist in the determination of appropriate accommodation for a recently hired individual with a disability.

In Halifax, an ergonomics assessment was done to accommodate physical disabilities. This resulted in an ergonomics refit including new desks, chairs, headsets and keyboards as well as voice activated software to reduce use of the mouse.

And, in Charlottetown, a hearing amplification device was purchased for one of their employees.

In Newfoundland, three employees had their workstations reviewed and adaptations made due to repetitive strain injuries. An employee's needs for an office with natural light due to a health problem were also accommodated.

CBC Newsworld is the exclusive carrier of 'Voiceprint', the national reading service for the blind. The service is distributed on Newsworld's TV SAP (second audio program) and can be received by setting the television to SAP audio. 'Voiceprint' is a distinct service from Newsworld, intended for customers for vision problems.

IV. CONSTRAINTS

The process of self-identification remains an impediment to accurate reporting of the Corporation's workforce in terms of designated group representation. Employees are still reluctant to self-identify in spite of requests to do so and even after receiving an accommodation or benefiting from an internship opportunity.

V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES

Consultations with employee representatives has occurred informally through the implementation of CBC/Radio-Canada's internship programs. In 2001, the Employment Equity Committee on the English side was reactivated and met twice during the year. It is expected that a French committee will meet in the course of 2002.

VI. FUTURE STRATEGIES

Future strategies include the following initiatives: a) resurvey of the CBC's entire workforce to more accurately reflect its makeup; b) retrenchment of employment equity principles in all outreach, recruitment and staffing activities through training and sensitization sessions; c) renewed commitment to employment equity by managers through the setting of hiring goals and accountability mechanism; d) creation of a new employment equity plan, and, e) completion of an employment equity audit, initiated by the Canadian Human Rights Commission in late 2001.