

# CBC ANNUAL REPORT TO HRSD FOR 2003 EMPLOYMENT EQUITY

## EXECUTIVE SUMMARY

### 1. GENERAL OVERVIEW

The Canadian Broadcasting Corporation was created as a Crown Corporation in 1936 by an Act of Parliament following a Royal Commission that was concerned about the growing American influence in radio.

#### Mandate

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”.

In support of this, 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.

The notion of diversity is integral to both the Corporation’s mission and vision as described in the following:

#### Mission

CBC/Radio-Canada :

- Tells Canadian stories reflecting the reality and the diversity of our country;
- Informs Canadians about news and issues of relevance and interest;
- Supports Canadian arts and culture;
- Builds bridges among Canadians, between regions and the two linguistic communities of Canada.

#### Vision

CBC/Radio-Canada will reflect the strength of our country’s past, the promise of our future, and the remarkable regional and cultural diversity of our people. Its news and information programming will be acclaimed for the highest possible standards of excellence, professionalism, credibility and accountability.

#### Multitude of Platforms

CBC/Radio-Canada reaches Canadians through eight national radio and television networks, its full-service Web sites, local/regional stations and affiliates, the digital television channel Country Canada, and the continuous music network Galaxie. In addition, CBC/Radio-Canada has forged partnerships with other broadcasters and is a partner in the specialty television service ARTV and The Documentary Channel. Through this array of activities, CBC/Radio-Canada brings diverse regional and cultural perspectives into the daily lives of Canadians in English, French and eight aboriginal languages.

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.

#### Transformation

Much progress has been made in fundamentally transforming programming, operations and management as part of the effort to reshape the Corporation into a true public broadcaster.

Audiences are responding to these changes, as 95 per cent of Canadians indicate that it is essential that CBC/Radio-Canada is available to Canadians.

#### Canada's Top 100 Employers

CBC/Radio-Canada was recognized in 2003 as one of Canada's top employers, as chosen by Mediagroup Canada Inc. for the 2004 edition of Canada's Top 100 Employers. The Corporation is the only true broadcaster to be named, and is one of only a small number of national public institutions to make this year's list.

#### English Bargaining Units Amalgamation

In 2003, a majority of bargaining unit members in Units 1, 2, and 3 in the CBC's English Networks selected the Canadian Media Guild (CMG) to represent them in the future. One union will allow for enhanced employee mobility and flexibility as well as increased administrative efficiencies, a simplified collective bargaining process and a reduction of jurisdictional barriers.

## **II. QUANTITATIVE INFORMATION**

The representation rate for women in permanent positions in 2003 continued its steady growth, reaching 42.1% compared with 40.0% in 2000. There were 107 (1.4%) Aboriginal Peoples; 177 (2.4%) persons with disabilities; and 381 (5.2%) members of visible minorities occupying permanent positions in 2003.

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**

CBC conducted a re-survey of its workforce in 2003 which resulted in improved representation rates of designated group members. Because of these gains, there will be workflow variances not accounted for in the hiring activity.

Aside from the re-survey, there were the typical year-to-year (workflow) 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 205 employees who were temporary in 2002 became permanent full-time in 2003 (+205).
- Approximately 100 permanent full-time employees who were on absence without pay in 2002 returned to regular employment in 2003; Approximately 190 permanent full-time employees went on to absence without pay in 2003 (Net -90).
- Approximately 40 permanent part-time employees in 2002 returned to full-time in 2003; Approximately 30 permanent full-time employees in 2002 went to part-time in 2003 (Net +10).
- Approximately 20 permanent full-time employees in 2003 ended employment on December 31, 2003 (+20).
- Approximately 10 permanent full-time employees who were working abroad in 2002 returned to Canada in 2003. (Net +10)

### III. QUALITATIVE MEASURES

#### Communications

The CBC's Equity Newsletter was published three times in 2003. The Newsletter typically features articles on programming which focus on diversity at home and abroad as well as noteworthy staff changes. Newsletter articles covered topics pertaining to all designated groups and included subjects as *A Strategic Alliance for Aboriginals in Broadcasting*, *Diverse Pleasures of Going to the Market*, *Some Noteworthy CBC Women Appointments*, *CBC Radio Ottawa in Touch with the Community*, to name a few.

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, the newsletters described above, statistics and other relevant information. The web page is updated as new information emerges.

#### Equity Environment

##### Employment Equity Census

In April 2003, CBC/Radio-Canada undertook an employment equity census of all regular, temporary and contractual employees of 13 weeks or more. The primary purpose of the census was to update the workforce database. Although CBC/Radio-Canada is required by law to have new employees fill a self-identification questionnaire at the point of hire, this had not been done consistently. The census was meant to fill this gap and give a more accurate picture of the designated groups' representation in the workforce. The final response rate was 70%.

##### Employment Equity Audit

Over the past year, CBC/Radio-Canada has been undergoing an Employment Equity Compliance Audit under the direction of the Canadian Human Rights Commission. The Commission's interim audit report identified a number of undertakings in relation to the twelve statutory requirements under the Employment Equity Act, to which the Corporation's President and CEO has agreed.

##### Employee Assistance Program

CBC/Radio-Canada's Employee Assistance Program is entering its twenty-first year of operation. The EAP is a confidential counselling service, provided to all employees, retirees and their families. Since its beginning, the program has helped over 15,000 persons, by providing information and professional counselling services. 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.

##### The HELP Fund

In 2003, 28 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. There are presently 39% of HELP Fund interns from 1996 who enjoy continuing employment at the Corporation and 64% of those from 2001 are still with CBC/Radio-Canada.

##### New Voices

CBC Radio has been concerned with diversifying the voices on its airwaves for a number of years. The 'New Voices' initiative was created with the mandate to create awareness, programming and staffing opportunities in all of the regions and network departments. The result has been the development of some award-winning programs such as *Outfront*, *Global Village*,

*Pass the Mic* as well as developing hundreds of freelancers and putting over 3000 new voices on the air.

This past year, the HELP Fund and 'New Voices' initiatives partnered again to provide seven internships to members of diverse groups.

#### Ed for Express Diversity

'Ed' is an English Television initiative begun in 2003, designed to enhance the expression of Canada's diversity both on the screen and behind the scenes. A comprehensive set of strategies will be created by June 2004 to be implemented in the 2004/05 programming season. There are five key areas around which the 'Ed' strategy will be developed including on-air reflection and production team composition; professional development and hiring practices; community connection and communications; internal awareness and education; and strategic partnerships.

#### Radio-Canada Internship Program

Ten candidates participated in production-related internships during 2003. Three of these interns were hired as employees subsequent to the completion of their internships.

#### B.C. Scholarship Program

CBC Television in British Columbia continued a scholarship program launched in 2000, designed to attract designated groups from among university and college graduates. The program strives to strengthen local talent and create opportunities for a diversity of voices. Over the past year, one of the interns was a visible minority journalism graduate. The story ideas she pitched, researched, field produced and brought to editing were unique to her cultural and socio-economic background.

#### Peter Gzowski Radio Internships

Four university students, two of whom are visible minorities, were the first recipients of the Peter Gzowski Internships. The internships which began in April 2003 lasted until the end of August. Each intern began with a week of training in basic radio production in Toronto and continued in various CBC locations for first-hand experience in making great radio. The internships were established in honour of the late Peter Gzowski to offer training and broadcast opportunities to eligible final year students from four participating universities.

#### Mentoring as a CBC Community of Practice

What began as a local Radio initiative in CBC Vancouver has now become a corporation-wide initiative. The 'mentoring community of practice' had its first face-to-face meeting in Vancouver in late February of 2003. Representatives from across the country attended, not only from Radio and TV News, but also from Radio-Canada, Radio 3 and Learning and Development.

Under the direction of a mentoring expert, the assembled group deepened their knowledge of mentoring, discussed their successes and challenges, and spent time developing new projects. The desire by all was to keep the community of practice alive, and to continue sharing the learning from their mentoring endeavours.

### **Employment Systems**

#### Employment Systems Review

The Corporation initiated an employment systems review in early March 2003. The process began with the completion of a management inventory of human resources policies, practices and procedures by HR practitioners. The results will be validated by on-site interviews with a cross-section of employees including managerial/non-managerial, unionized/non-unionized and designated/non-designated group members.

## **Initiatives for Designated Groups**

### **a) Recruitment/Outreach**

#### **Recruitment**

In 2003, work began to reengineer recruitment and hiring practices, taking advantage of the latest technology to assist the Corporation to strategically manage and streamline hiring practices. The implementation of such a system, planned for 2004, will position CBC/Radio-Canada in step with leading organizations. The anticipated web presence will expand the base of people attracted externally to the Corporation and will include hyperlinks from other web sites focusing on designated group candidates.

Hiring criteria approved by English Radio management a year ago stipulate diversity as an essential criterion in the selection of new employees. Contributing to the diversity of the workplace is now an essential criterion in selection boards.

CBC English Network Services working with CBC TV and Radio News has created two new senior recruiter positions with, as one of the mandates, to identify and attract talent from a diversity of backgrounds to the Corporation.

The multicultural make-up of Canadian society is reflected in CBC/Radio-Canada's choice of on-air hosts, journalists and actors. Visible minority hosts and actors can be seen on many programs. Behind the scenes of such programs as *Hockey Night In Canada* and *ZeD* are directors, creative teams and technicians who also represent the multicultural facet of the country.

In Vancouver and elsewhere, visible minority candidates who began as interns at CBC have been hired into regular jobs or contribute as casuals for backfill purposes.

CBC TV News hired several Arabic-speaking researchers to help research and identify guests to enrich coverage of the Iraqi conflict. They also created an independent advisory panel to help shape coverage of the Iraqi conflict with an emphasis on diversity and reflecting the geo-cultural differences of that region. In addition, they hired an award-winning broadcast journalist who is a visible minority.

Winnipeg hired a Métis person to do closed captioning for its nightly broadcast. And, Calgary hired a visible minority as their 'Canada Now' anchor.

Over the past year, CBC Saskatchewan has worked hard to develop two First Nations reporters. One was recently hired as an associate producer in Radio.

Roughly half of CBC North's workforce is aboriginal Canadians. It has staff in ten locations, broadcasts 180 hours a week in eight languages, spread across four time zones.

#### **Outreach**

##### ***Minister's Forum on Culture and Diversity***

CBC/Radio-Canada's strong and active presence at the Minister's Forum on Culture and Diversity in the spring of 2003 was recognized by participants, organizers and the sponsoring Ministers alike. The Forum's purpose was to find ways to better reflect diversity in cultural policies and programs.

##### ***A Strategic Alliance for Aboriginals in Broadcasting***

CBC Radio and Television took an active role in the creation of a Strategic Alliance of many broadcasters, Native educators and employment managers, and Indian and Northern Affairs

Canada. The goal is to work together on common strategies to increase Aboriginal participation in the broadcasting industry. Special attention is being paid to recruiting and training native people in the field, to keeping them for long-term employment and providing opportunities for advancement.

### **“Reflect Yourself” Project**

The “*Reflect Yourself*” project which was launched in 2003 is aimed at increasing the diversity of faces, opinions and attitudes in and on English TV News, Current Affairs and Newsworld so that it truly reflects all Canadians. The project began by focusing on three of Canada's most diverse cities – Montreal, Toronto and Vancouver. A small number of people from each city attended a local one-day workshop and then went out to act as interviewers, to find out what co-workers of different backgrounds and experience would like to see reflected in programming.

The Vancouver Reflection Project resulted in the following:

- Two visible minority reporters hired;
- Daily targets set for new voices on-air;
- Aggressive outreach strategy to diverse communities;
- Weekly contribution from Chinese language journalist;
- “New Voices” producer constantly developing new contributors;
- Regular panel of editors from media outlets targeting visible minority communities.

### **Part of the Community**

CBC/Radio-Canada has been an important member of Canadian communities for over 65 years, covering local and regional stories, sponsoring and partnering with cultural groups, and participating in charity events.

CBC programmers in Newfoundland and Labrador have been involved in comprehensive discussions of what it means to truly reflect their respective communities and the full range of opinions and perspectives of the people who live in them. They also meet on a regular basis with a group of community stakeholders to make sure their programming is reflective and inclusive. These stakeholders' events include representatives from the full range of ethnic associations in the province.

In Montreal, an English Radio producer is responsible for ensuring the research on the multicultural makeup of Montreal is known and shared with all programmers. He knows and is known to community leaders, has identified the ‘movers and shakers’ within each community and those people with interesting contributions to the larger community. Hundreds of contacts have been developed in this way.

Meanwhile, French Network Television has made efforts to ensure that drama writers integrate the cultural and ethnic reality of Canada in their stories. For example, two youths of Haitian origin are featured in the drama series *Watatatow* and a black comedian in a position of authority is featured in the téléroman *Mon meilleur ennemi*.

During ‘Black History Month’ there are several high profile community events in Windsor that are always covered. An example of digging deeper, however, included having a teenage black youth in studio discussing racial profiling, as well as the police chief and black community spokespeople.

CBL in Toronto approaches diversity by acknowledging multi-cultural events but covering them in original ways. For example, for Ramadan, two Muslims were interviewed about the challenges of observing the month in a secular environment. A man who works in a restaurant was asked how difficult it is to observe the Ramadan daily fast when working with food all day! And a Muslim mother who works full-time commented on what it's like to then go home on an empty stomach and prepare elaborate feasts, each day of the month.

French Radio in Edmonton prepared a series of vignettes on French speaking African countries. This series was produced in partnership with Association Multiculturelle de l'Alberta, the association representing francophones living in Alberta but originally from other countries.

In Calgary, a team has been set up to tackle reflection and diversity in their on-air product. In support of this, they've compiled demographic statistics on Calgary and invited the city's demographer to participate in noon sessions to look at how the city's population is changing. Their morning show has started a weekly breakfast meeting with someone who represents their current diversity targets.

CBC North's reflection of cultural diversity now extends beyond reflecting Aboriginal culture and values to the North and Canada. Targeted programming in the past year has produced series showcasing the lives of immigrants from Asia and Africa to the North West Territories.

CBC Toronto held a workshop/information session for the Canadian National Institute for the Blind. Following the information session, each CNIB attendee met with a CBC staffing consultant who forwarded candidates' resumes for consideration to the appropriate CBC departments.

### ***Platform for Public Discourse***

The CBC has introduced new programs and increased its emphasis on providing Canadians with a platform for public discourse on the issues facing Canada. For example, English Television hosts 'Town Halls' in which members of ethnic and cultural communities, among others, are invited to share their views regarding issues of the day. There is also an opportunity for members of the public to provide their views on a feedback line following some local and network English Radio programs. A national toll-free telephone service, including a special toll-free number for the hearing impaired, provides quick access to the Corporation's audience services for English and French Radio and Television networks, specialty channels, digital and New Media services.

### **b) Training and Development**

Training is an integral component of all CBC funded internships as are identified milestones and feedback for improvement. These 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.

Over the past year, CBC Radio in Ottawa held two in-house radio skills workshops to assist members of different diversity communities to contribute to programming. About twelve people have gone through the workshops and almost all continue to provide freelance contributions to the AM show, in particular. As well, substantial inroads into the Middle Eastern community were made by hiring a woman with that background.

Each spring, English TV Maintenance in Vancouver accepts up to two electronic technologist students from Kwantlen College to perform a two-week practicum.

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

### ***Innoversity Creative Summit***

At the May 2003 Innoversity Creative Summit in Toronto, CBC TV and Radio announced a five-year continued commitment as Foundation Sponsor of the Summit, including a substantial cash contribution. As part of the sponsorship agreement, CBC will maintain its funding for numerous initiatives including internships, development awards and Summit scholarships for talented Canadians from diverse backgrounds working in the media industry.

### **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 a number of years now. In some areas, succession planning has been extended to other levels of management. As of March 31, 2003, all staff covered under the English collective agreements received briefings and training, coordinated in cooperation and partnership with CBC unions. A significant portion of the workforce has participated in regular objective setting meetings with their supervisor.

### **d) Retention and Termination**

The HELP Fund 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) Workplace Accommodation**

There have been many accommodations for employees with physical disabilities. Some of these include telephone devices and professional grade earphones for hearing impairments, large screen monitors and the installation of large fonts for those with visual impairments; aids including voice recognition software to alleviate repetitive strain injury, choice of location of workstations taking into account proximity to aisles and exits, fitting production trailers with wheelchair ramps to accommodate those who use wheelchairs.

## **IV. CONSTRAINTS**

Self-identification still presents a barrier to accurate reporting on the workforce representation of designated group members. While, there is definitely increased awareness among leaders in the Corporation to achieve greater diversity, the current uncertain labour environment along with technological change and restructuring may impede rapid progress over the next year.

## **V. CONSULTATIONS WITH EMPLOYEE REPRESENTATIVES**

In 2003, the Employment Equity Committee with the bargaining units of the "English file" met three times during the year to discuss the EE Census results and required follow-ups, the CHRC audit process, and interim report findings. Similar meetings were held with the bargaining units of the "French file".

Consultations with employee representatives have also occurred informally through the implementation of CBC/Radio-Canada's internship programs.

## **VI. FUTURE STRATEGIES**

Future strategies include the following initiatives: a) completion of an employment systems review (ESR) to identify strengths and inconsistencies in current policies and practices; b) completion of an employment equity plan to address weaknesses found in the ESR c) retrenchment of employment equity principles in all outreach, recruitment and staffing activities through training and sensitization sessions; d) renewed commitment to employment equity by senior management through the setting of hiring goals and accountability mechanism e) seek champions to promote not only the notion of diversity but inclusiveness in all employment systems including recruitment, staffing, training/development and accommodation.