



## PEOPLE AND CULTURE STRATEGY

<b>TO:</b>	Board of Directors Human Resources and Governance Committee
<b>MEETING:</b>	June 18-19, 2013
<b>FROM:</b>	Roula Zaarour, Vice-president, People and Culture
<b>DECISION SOUGHT:</b>	Approval of the three-year People and Culture (P&C) Strategy
<b>NEXT STEPS:</b>	Launch and continuation of the implementation of the three-year People and Culture Strategy objectives
<b>DATE:</b>	May 30 <sup>th</sup> , 2013



## CONTEXT

- One of the recommendations from the OAG Special Exam is for P&C to present its three-year Strategy to the Board of Directors for approval.
- The following principles were used in developing the P&C strategy:
  - **Business Based:** precisely and tangibly aligned to Strategy 2015.
  - **Focused and Integrated:** a focused set of initiatives to create the best outcomes for the business. An integrated approach within the P&C areas and with the business.
  - **Disciplined, Accountable Execution:** success will be measured through feedback from the business and through well defined and relevant metrics.



# CONTEXT (CONT'D)

## Core Business Inputs

...original, innovative, quality Canadian content  
 ...reflects and draws Canadians together  
 ...actively engages audiences

**Relevant  
Quality  
Content**

**Financial  
Agility**

...cost effective and accountable  
 Revenue growth  
 Cost improvements  
 Value from existing assets

**Leadership  
At All  
Levels**

**Optimized  
Operations**

Recognition, development, leading change  
 #64 – Leadership profile & development plans  
 #68 – People management objectives  
 #74 – Retention strategy for P&C  
 Collaboration, decisiveness, trust, risk taking,  
 accountability  
 Push down decision making in the organization,  
 distribute leadership, empower our people,  
 delegate more, deal with challenge of change

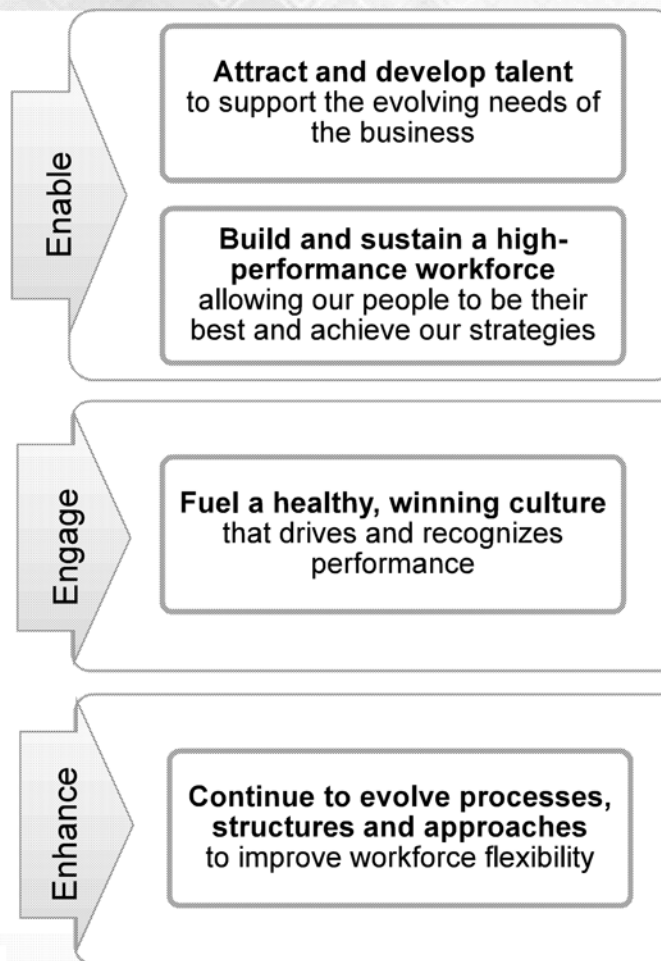
Resource redirection  
 Network programming & national public  
 spaces  
 Regional presence & community spaces  
 New platforms & digital spaces  
 #30 – HR strategic plan  
 #49 - Formal people measures  
 Number of FTE's, \$ Training / HC,  
 Retention Rate

*Numbers refer to the OAG Special Exam Report Recommendations*



# KEY DECISION ELEMENTS

## Key People Implications





## KEY DECISION ELEMENTS (CONT'D)

### 3-Year P&C Strategy Aligned with the Business Strategy



**Improve acquisition of talent by deploying a recruitment strategy and building workforce planning capabilities**

- Enhance recruitment
- Include future skills when scoping needs
- Embed leadership and diversity goals
- Accelerate performance and safeguard retention through effective on-boarding
- Strengthen employer brand

**Deliver a learning & development strategy and programs that build skills & capabilities required for evolving business needs**

- Leadership skills and competencies
- Industry / technical skills

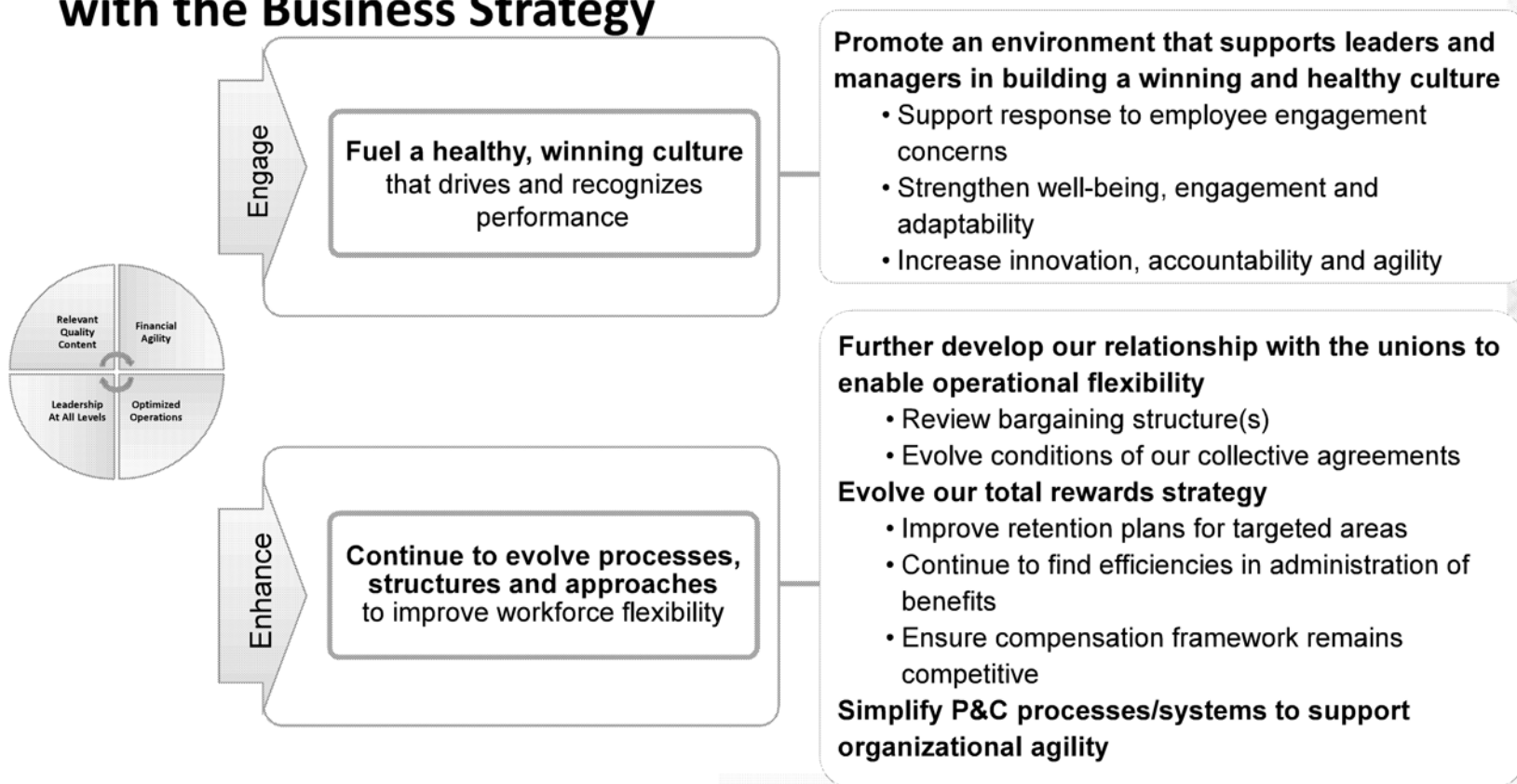
**Create an integrated and effective approach to how we manage, develop and engage our people**

- Deepen the pool of key talent
- Enhance performance management
- Identify and develop employees with high potential
- Integrate diversity and inclusion goals
- Deliver succession plans / development for senior and critical roles



## KEY DECISION ELEMENTS (CONT'D)

### 3-Year P&C Strategy Aligned with the Business Strategy





## KEY BENEFITS, IMPACTS & RISKS

This Strategy:

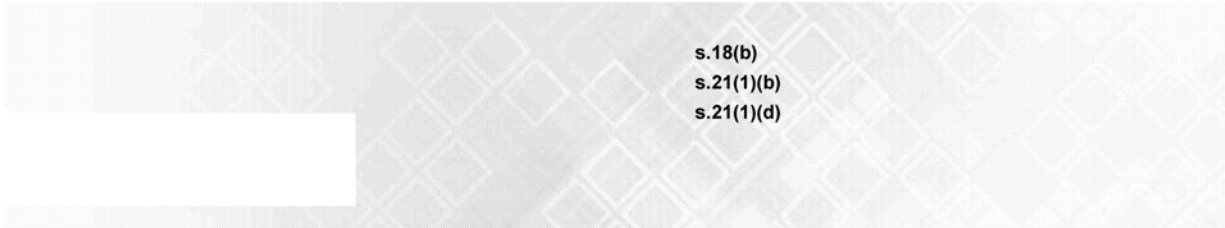
- Will address the needs of our business, enabling the continuous transformation of CBC/Radio-Canada
- Will address the OAG Special Exam Recommendations
- Will deliver on the corporation's promise: People are our number one asset
- Will engage all management in the People responsibility which is essential for our success



## OTHER OPTIONS CONSIDERED

- Aligning the P&C objectives to the business drivers is the only option in creating a meaningful three-year People Strategy roadmap.





s.18(b)  
s.21(1)(b)  
s.21(1)(d)



## RESOLUTION

- That the Human Resources and Governance Committee recommends to the Board of Directors that the People and Culture three-year Strategy be approved as presented.



# APPENDICES

## ■ 2013 / 2014 Priorities

s.18(b)  
s.21(1)(b)  
s.21(1)(d)



# 2013 / 2014 PRIORITIES

s.18(b)  
s.21(1)(b)  
s.21(1)(d)

	Three Year Priorities	2013-2014 Objectives	Delivery
<b>Attract and develop talent</b> to support the evolving needs of the business	<ul style="list-style-type: none"> <li>• Improve acquisition of talent by deploying a national recruitment strategy and building workforce planning capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Launch the recruitment centre with standard processes and tools</li> <li>• Determine and implement a workforce planning tool to identify and analyze critical workforce segments and link it to succession planning*</li> <li>• Review and simplify onboarding</li> <li>• Establish and implement a three-year sourcing strategy to build a talent pipeline that embeds diversity and leadership</li> </ul>	
	<ul style="list-style-type: none"> <li>• Deliver a learning &amp; development strategy and programs that build skills &amp; capabilities required for evolving business needs</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the governance of centralized training initiatives to ensure they are aligned with the priorities of the organization, are tracked and are providing clearly articulated benefits</li> <li>• Provide the tools and programs to improve the skills of leaders and managers to drive transformation with a focus on change management and innovation</li> </ul>	

*\*Addresses observations in the OAG Special Review*



## 2013 / 2014 PRIORITIES (CONT'D)

s.18(b)  
s.21(1)(b)  
s.21(1)(d)

	Three Year Priority	2013-2014 Objectives	Delivery
<b>Build and sustain a high-performance workforce</b> allowing our people to be their best and achieve our strategies	<ul style="list-style-type: none"><li>• Create an integrated and effective approach to how we manage, develop and engage our people</li></ul>	<ul style="list-style-type: none"><li>• Deliver core talent management programs that support our people managers to be effective leaders.<ul style="list-style-type: none"><li>• Include people management objectives as part of performance management.**</li><li>• Integrate leadership competency profiles into the development plans of high performing and potential employees.**</li><li>• Ensure succession planning for SET, SMTs and extended SMTs.**</li><li>• Simplify performance management for managers</li></ul></li><li>• Develop an integrated three-year talent management strategy and technology roadmap.**</li></ul>	

*\*\*Addresses recommendations of the OAG Special Review*



## 2013 / 2014 PRIORITIES (CONT'D)

s.18(b)  
s.21(1)(b)  
s.21(1)(d)

	Three Year Priority	2013-2014 Objectives	Delivery
<b>Fuel a healthy, winning culture</b> that drives and recognizes performance	<ul style="list-style-type: none"><li>Promote an environment that supports leaders and managers in building a winning and healthy culture</li></ul>	<ul style="list-style-type: none"><li>Launch a three-year wellness strategy with a focus on respect and recognition in the workplace in the first year</li><li>Leverage the forums we have (e.g. Challenge Us, Leaders' Forum) and integrate focus to deepen collective learning of innovation and agility</li></ul>	



## 2013 / 2014 PRIORITIES (CONT'D)

s.18(b)  
s.21(1)(b)  
s.21(1)(d)

	Three Year Priorities	2013-2014 Objectives	Delivery
Continue to evolve processes, structures and approaches to improve workforce flexibility	<ul style="list-style-type: none"><li>• Further develop our relationship with the unions to enable operational flexibility</li></ul>	<ul style="list-style-type: none"><li>• Successful negotiation of collective agreements coming to term within the year</li><li>• Support review process of the French union bargaining structure</li></ul>	
	<ul style="list-style-type: none"><li>• Evolve our total rewards strategy</li></ul>	<ul style="list-style-type: none"><li>• Increase employee share of pension contribution to 40%</li><li>• Review the incentive framework</li><li>• Develop a plan to bring the structure of the pension contribution in-line with the government directive</li></ul>	



## 2013 / 2014 PRIORITIES (CONT'D)

s.18(b)  
s.21(1)(b)  
s.21(1)(d)

	Three Year Priority	2013-2014 Objectives	Delivery
<b>Continue to evolve processes, structures and approaches to improve workforce flexibility</b>	<ul style="list-style-type: none"><li>• Simplify P&amp;C processes/systems to support organizational agility</li></ul>	<ul style="list-style-type: none"><li>• Continue improvement and simplification of our processes by mapping them to better identify interdependencies and efficiencies<ul style="list-style-type: none"><li>• disability management</li><li>• departures</li><li>• onboarding</li><li>• performance management</li></ul></li><li>• Evolve how P&amp;C communicates (our image and our brand) and engages with the organization</li></ul>	





s.18(b)  
s.21(1)(b)  
s.21(1)(d)