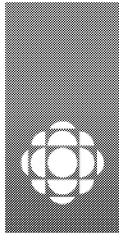




DIALOGUE SURVEY 2015

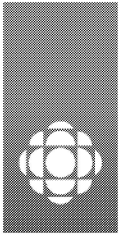
TO:	Board of Directors
MEETING:	November 24-25 th , 2015
FROM:	Josée Girard, Vice-President, People and Culture
PURPOSE:	Update on Dialogue Survey 2015
DATE:	November 18, 2015



CONTEXT

The employee survey was in the field from June 10 – July 3, 2015 and had a participation rate of 52% . It was at the beginning of the summer vacation time and a number of employees were on annual leave. Previous surveys had a participation rate of 60% (2012) and 67% (2010).

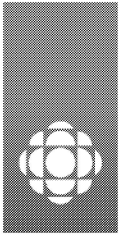
- This year, we switched to a new survey provider (Gallup) in order to have a simpler survey instrument that is more focused on linking engagement to business performance.
 - Previous Towers surveys were between 28 and 54 questions and engagement index was related primarily to brand.
 - Gallup's engagement index is made up of 12 questions scientifically validated to correspond to business performance – a much more rigorous standard.
 - In addition to Gallup's 12 standard questions and 2 benchmark questions, we added 7 questions on well-being to address the Rubin report.



CONTEXT (CONT'D)

- The business context leading up to the survey was unsettling for many employees
 -
 - The Rubin report was released in April.
 - Evan Solomon left the CBC in June, just as the survey was launching,
 - Three of our French unions were going through an important vote to determine which one would win the right to represent employees.

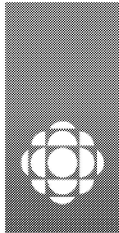
we went ahead with the survey



SUMMARY OF RESULTS

Dialogue Survey 2015

- From our past survey experiences, the story remains largely the same:
 - Commitment to quality remains a strength.
 - Pride of association remains a relative strength,
 - We continue recognition, development and career progression
 - We have experienced a significant drop in overall satisfaction
- For the seven questions on culture that respond to the Rubin report:
 - We fare relatively well on integrity and ethics.
 - on well-being and psychological health.



NEW PROVIDER AND MODEL: GALLUP ENGAGEMENT HIERARCHY

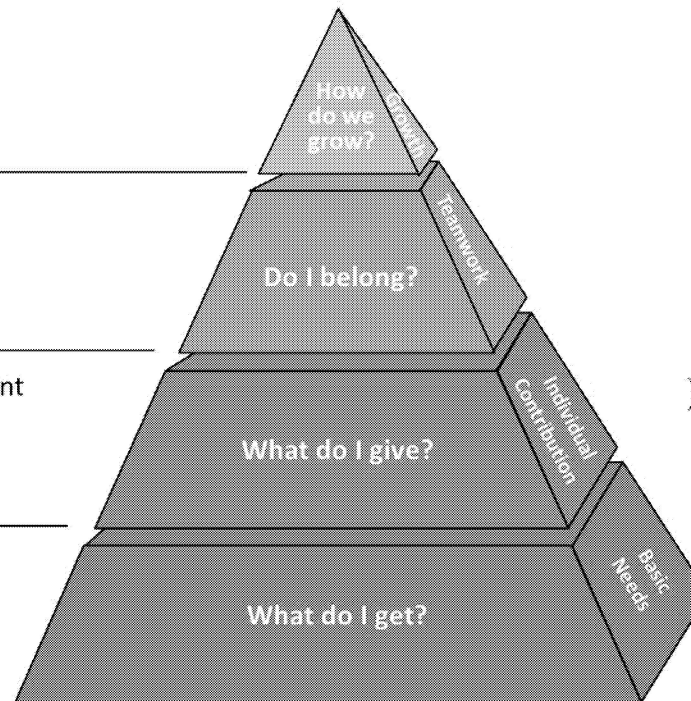
GALLUP'S ENGAGEMENT HIERARCHY

Q12. Opportunities to learn and grow
Q11. Progress in last six months

Q10. I have a best friend at work
Q09. Coworkers committed to quality
Q08. Mission/Purpose of company
Q07. At work, my opinions seem to count

Q06. Someone encourages my development
Q05. Supervisor/someone at work cares
Q04. Recognition last seven days
Q03. Do what I do best every day

Q02. I have materials and equipment
Q01. I know what is expected of me at work



➤ Gallup's engagement construct is more rigorous than those of previous providers

➤ Q12 items correlate with business outcomes

***We also added seven questions on culture and well-being.



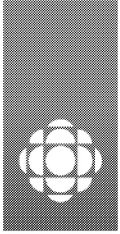
QUESTIONS ON CULTURE / RUBIN RESPONSE

2 benchmark questions from the 2012 survey were maintained for comparison.

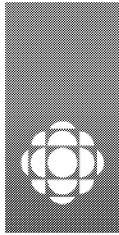
- How satisfied are you with CBC/Radio-Canada as a place to work?
- I am proud to be associated with CBC/Radio-Canada. (Note – this questions is used as a Key Performance Indicator on the Strategy 2020 Report Card for the Board.)

Seven questions were added to assess well-being in response to the Rubin report.

- My organization cares about my overall well-being.
- If I raised a concern about ethics and integrity, I am confident my employer would do what is right.
- My supervisor creates an environment that is trusting and open.
- My fellow employees demonstrate behaviour of high integrity and ethics.
- My employer makes efforts to prevent harm to employees.
- I would describe my workplace as being psychologically healthy.
- My employer deals effectively with situations that may threaten or harm employees.



OVERVIEW OF ENGAGEMENT RESULTS



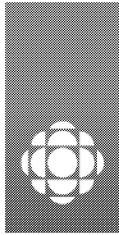
OVERVIEW OF ENGAGEMENT RESULTS

Q¹² ITEM RESULTS

Key insight: Commitment to quality is a strength. Recognition and development, as in previous surveys, We will be focusing on the bottom six items in Year One to create a strong foundation of engagement for our actions.

	1	2	3	4	5	Mean
Learn & Grow	15%	14%	21%	28%	22%	3.28
Progress	31%	17%	16%	20%	15%	2.71
Best Friend	22%	19%	22%	20%	17%	2.91
Quality	7%	18%	38%	35%		3.97
Mission	12%	15%	23%	28%	21%	3.30
Opinions	13%	14%	25%	32%	16%	3.23
Development	20%	19%	21%	23%	18%	2.99
Cares	12%	12%	18%	28%	30%	3.51
Recognition	25%	18%	17%	22%	18%	2.92
Do Best	8%	16%	26%	34%	17%	3.36
Materials	12%	23%	41%	20%		3.62
Expectations	8%	18%	40%	32%		3.91

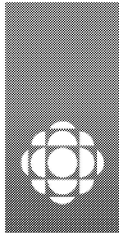
Note: Due to rounding, percentages may sum to 100%, +/-1%; numerical values shown when 5% or higher



OVERVIEW OF CULTURE / RUBIN QUESTIONS

WELL-BEING AND PSYCHOLOGICAL HEALTH ARE CONCERNS

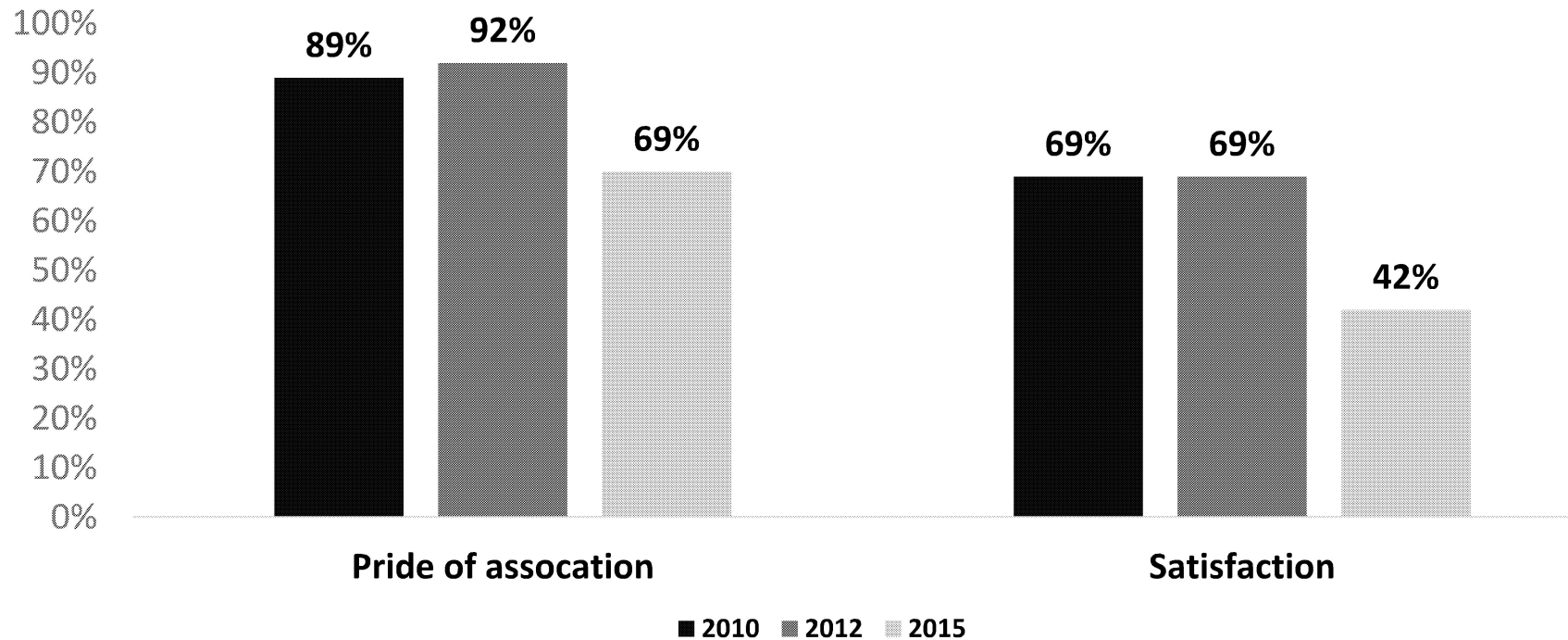
	1	2	3	4	5	Mean
Overall Satisfaction	6%	16%	36%	35%	7%	3.21
Proud to Be Associated	8%	19%	31%	38%		3.94
Organization Cares About My Overall Well-Being	19%	24%	30%	21%	5%	2.69
If Raised Concern About Ethics & Integrity, Employer Would Do What's Right	12%	18%	26%	28%	15%	3.16
Supervisor Creates Trusting and Open Environment	14%	13%	22%	30%	21%	3.31
Fellow Employees Demonstrate Behavior of High Integrity and Ethics	7%	21%	45%	25%		3.83
Employer Makes Efforts to Prevent Harm to Employees	9%	13%	26%	34%	18%	3.38
Would Describe Workplace as Psychologically Healthy	21%	22%	28%	22%	7%	2.72
Employer Deals Effectively With Situations that May Threaten or Harm Employees	11%	18%	27%	29%	14%	3.18

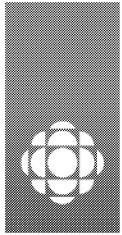


OVERVIEW OF RESULTS

PRIDE OF ASSOCIATION AND SATISFACTION

Key insight: Pride of association (which is a KPI on the Strategy 2020 Report Card for the Board) and overall satisfaction have each experienced significant declines since 2012, reflecting significant changes and events in CBC/Radio-Canada's strategic and organizational contexts.





OVERVIEW OF ENGAGEMENT RESULTS

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



COMMUNICATION OF RESULTS - KEY MESSAGES

Official communication to all on October 27th (Managers, employees, unions)

- We have a new baseline on which to build. We take in these results with a sense of cultural humility. And we will act on them with resolve.
- The results demonstrate a collective commitment to doing quality work. We need to apply this strength to ensuring a quality workplace.
- The things we've done in the past aren't having the impact we need. We need to take a different tack, and home in on some basics to create engagement: clarity of expectations, recognition, and development.
- That won't happen by rolling out a slew of enterprise-wide programs or layering new processes on taxing workloads. The heart of engagement lies in small and significant daily actions.
- We need to reverse the decline in pride and satisfaction to levels we know we're capable of. It'll take work, but we'll commit to seeing it through.
- Psychological health and care for individual well-being are significant concerns. We'll commit to doing our part to foster an environment of trust and support.



ACTION PLAN

To drive business performance, enable strategy fulfillment, and effect a shift in culture, we will:

1. Focus on fundamentals: work groups to focus on one relative strength and one concern in the first two levels of engagement hierarchy (Q1-Q6).
2. Execute on new *Performance Dialogue*: a focus on individual strengths, priorities, development and frequent conversations would measurably drive improvement on items Q1-Q6
3. Carry out the action plan for *A workplace we can all be proud of* and flesh out a more robust communications and conversations strategy around psychological health and well-being.
4. Establish engagement as a priority: Make engagement a monthly agenda item for SET to review progress, share successes, and address issues to ensure continuity of communication and action through to the second survey in October 2016.



NEXT STEPS

Results were communicated to employees on October 27th.

1. Send reminder note for managers – Roll-out and expectations
Target week of Nov. 9th
2. Communicate results, start conversations with employees
Target November 20, 2015 to complete communication
3. Action planning at all levels.
Target January 31, 2016 to complete action planning roll-up at SET level.
4. Inform the HRGC on the overall plan
Target: February
5. On-going follow-up and communication
Up to next survey targeted for October 2016

Note: People and Culture will support managers and resources have been made available to enable action planning.