



Public Accountability

Accountability Mechanisms

As in the past, CBC/Radio-Canada continued to report to Canadians on the fulfillment of its commitments. It accounted for its activities through the Minister of Canadian Heritage to Parliament, through its Annual Report and Corporate Plan; to the Canadian Radio-television and Telecommunications Commission (CRTC) through year-end reports and annual financial returns; and to stakeholders through townhall meetings and CBC/Radio-Canada websites.

Office of the Ombudsman

The Office of the Ombudsman provides viewers and listeners with an opportunity to have investigated serious, unresolved complaints pertaining to CBC/Radio-Canada journalism. An impartial and independent body, the Office of the Ombudsman investigates such complaints and provides written reports which help ensure the excellence of the Corporation's News and information programs.

The Office has two Ombudsmen, one for English-language Networks and the other for French-language Networks. Both Ombudsmen report directly to the President and CEO and are completely independent from the Corporation's media management.

In 2002-2003, the Office of the Ombudsman (English and French Networks combined) handled a total of 3,239 complaints, expressions of concern and other communications. There were 1,648 concerning English programming and 1,591 concerning French programming. On the English side, 1,272 communications fell within the mandate of the Ombudsman (information programming), while there were 936 on the French side. Communications not directly related to CBC/Radio-Canada information programming were acknowledged and forwarded to the programming departments concerned.

Where to Write

The Ombudsman, English Networks
CBC/Radio-Canada
PO Box 500, Station A
Toronto ON M5W 1E6
ombudsman@cbc.ca

Bureau de l'ombudsman, Services français
CBC/Radio-Canada
CP 6000
Montréal QC H3C 3A8
ombudsman@radio-canada.ca



(Front) Hélène Aubin, Suzie Pelletier, Françoise Guénette, Karen Pouliot, Denis Langlois
(Back) Michel Lamarche, David Gentile, French Radio (Québec).

Strengthening our Team

Labour Relations

In competing with today's increasingly challenging and competitive environment, CBC/Radio-Canada has sought ways to address its business objectives while respecting the needs and aspirations of its employees.

During this past year, the Canada Industrial Relations Board ruled in favour of the Corporation's application under Section 18 of the **Canada Labour Code** to consolidate its bargaining units in all areas of Canada with the exception of Québec and Moncton. As a result, CBC/Radio-Canada is now working with representatives of the three bargaining units in English Canada to find ways to amalgamate its unions and better support the ever-changing work environment. Progress has also been made on consolidating the four bargaining units in Québec and Moncton. These initiatives provide an opportunity for CBC/Radio-Canada to renew its industrial relations from an organisational and negotiating standpoint.



Alain Crevier and Daniel Imbeault working on a piece for *Second Regard*, French Television (Vancouver).

The Corporation remains committed to looking at ways to improve the relationship with its unions by pursuing a more collaborative and productive association with its workforce. Last September, the first Union-Management Leaders Forum was introduced offering everyone an opportunity to share information, as well as initiate and sustain important dialogue. Another Forum is planned for May 2003.

Communicating effectively with its workforce on issues of major importance remained a key priority for the Corporation, as employees saw a significant increase in the level of information coming from the President's Office and Senior Management, along with detailed accounts of all Board of Directors meetings. A number of consultations were also organised to allow for employee input while keeping everyone informed on major corporate initiatives.



Manon Chevalier, French Radio (Ottawa).



Optimisation Initiatives

Pace of change has significantly increased at CBC/Radio-Canada over previous years. Operating in a continuously evolving and very challenging broadcasting environment, the Corporation has sought to solidify its place in Canada's broadcasting system by introducing new and innovative ways of maximising its resources. For instance, in Ottawa, Edmonton and Québec City, we're bringing all media lines under one roof to optimise space; share resources, expertise and technology; increase our visibility in these cities; and fundamentally change the way we produce News programming. We have also introduced the Alternative Service Delivery Project (ASD) to review operations and processes in three areas of the Corporation (Human Resources, Finance and Information Technology), to help identify service improvements, and to make our infrastructure, systems and operations more efficient. In addition, the Vision Project has integrated new software systems and business processes across our English and French Television Networks, helping the Corporation achieve its objectives of being a well-managed company and working as an integrated conglomerate. Our ability to fully realise the intended benefits of these changes remains a constant preoccupation for the Corporation. To ensure our continued success, a strategy for institutionalising Change Management methodology across CBC/Radio-Canada will be implemented, along with associated training requirements. Finally, a company-wide employee survey was conducted in 2001, to provide input about current workplace values and culture. A second survey will be undertaken in the Fall of 2003 as a follow-up and to provide employees with an opportunity to express their views about the Corporation, its priorities and strategic directions.



Sonia Boisvert and
Alain-Julien Godbout,
French Radio (Windsor).

Learning and Development

The Corporation's success is fully dependent upon the dedication, talent and creativity of its highly committed workforce. It is therefore important that they remain at the forefront of any new advances within their respective fields of expertise.

To this end, in 2002-2003, CBC/Radio-Canada provided employees with formal training and development opportunities in a broad range of operations and technical areas, as well as a full roster of leadership, management and interpersonal skills training. We increased the use of action-learning opportunities by creating work teams to acquire new skills while addressing current opportunities, issues and problem areas. We extended the use of our succession planning process and performance management to include employees at all levels of the Corporation. We piloted a change management methodology and started training line leaders and their teams in its use, while continuing to provide comprehensive organisation development support across the Corporation using internal CBC/Radio-Canada consultants. With expenditures of \$10 million on internal and external training, CBC/Radio-Canada maintained its commitment to helping the professional development of its dedicated workforce.



■ Employment Equity

CBC/Radio-Canada's Help Fund was once again renewed, thereby supporting approximately 30 projects to enable designated group members to receive on-the-job developmental assignments, and/or internships in production, technical or journalism areas. Such projects also included those run in partnership with English Radio's New Voices. The French Services internship program was also maintained and continues to work with the Help Fund to optimise resources.

CBC/Radio-Canada is developing a global Employment Equity Census designed to get an up-to-date picture of its current workforce. Planned for early April 2003, the Census will represent a first step toward strengthening our commitment to improving the representation of designated group members and helping the Corporation achieve a workforce that better reflects the diversity of Canadian society.

The **CBC Equity Newsletter**, promoting the Corporation's portrayal of designated group members on-air, continued to be published three times a year. Though originally meant for employees, it now enjoys a wide external readership of interested individuals, groups and institutions, and is also available immediately upon publication through the Intranet and our corporate website.

■ Official Languages

CBC/Radio-Canada strengthened its commitment to develop and enhance linguistic minority communities. The Regions' Panel, made up of concerned citizens from minority communities across the country, was created last year by French Television to provide CBC/Radio-Canada with valuable input to ensure our programming adequately reflects regional perspectives and differences.

With the renewal of a Multipartite Agreement, CBC/Radio-Canada, the Fédération culturelle canadienne-française (FCCF), Canadian Heritage and other federal cultural institutions met to review some of their achievements from the first year in terms of their commitment to this country's cultural communities. The Corporation was pleased to report the tremendous success of two projects under the Interdepartmental Program with Official Languages Communities (IPOLC), namely: the formal creation of the **Réseau des galas de la chanson** designed to promote Francophone songs and song-writers across the country and assist in developing Francophone talent from outside Québec; and the organisation of two seminars in Montréal to help develop independent producers, directors and writers for Television.

Finally, the Corporation continued to increase the number of cross-cultural initiatives between French and English Radio and Television, and to be a key player in the expansion and sustained vitality of **Francophonie** worldwide.

