

## Building and Strengthening Our Team



One of CBC/Radio-Canada's priorities is to strengthen its commitment to all its employees – to those who create and those who support them technically and administratively. Our goal is to continue to shape a working environment that encourages production of the very best programming.

To achieve this goal, we have a Human Resources strategy that includes better internal communications, and training and professional development to enable our employees to perform their jobs at the highest possible standard. It also includes upgrading the value we add to the Corporation through expert Human Resources services at the same time as we streamline, automate and make more efficient the transactional Human Resources services offered. As the demands of today's media environment change and intensify, we are remodelling our strategy to meet current conditions. Initiatives under this strategy are yielding some very promising results.

We believe it essential to know what our employees consider successful in this organisation and where they see need for change. With the goal of understanding employees' views about the workplace and their jobs, and also to measure progress since 2001, we launched our second company-wide Employee Survey in January 2004. Overall, the results of the recent survey have improved significantly in almost all areas covered. Most notably, the number of employees who agree with the Corporation's strategic directions has risen by over 20 per cent.

We received an important accolade this year when we were selected for the 2004 edition of Canada's Top 100 Employers. Our work environment was highlighted positively, as were the training and career opportunities we offer staff. We expect to continue to build on this positive recognition of the Corporation as we move forward with our strategy.

For the last five years, CBC/Radio-Canada has pursued a strategic approach to our industrial relations in an attempt to rationalise our complex labour environment. Following a CIRB decision this year, we are pressing ahead with the amalgamation of the three main internal bargaining units that represent our employees in all parts of Canada – except Québec and Moncton – into one. This brings the number of unions operating in those regions from 17 in 1993 to one in 2004-2005. These changes will fundamentally transform the Corporation and allow CBC English Services to manage its business more effectively and efficiently in a rapidly changing and competitive media environment. The advantages in such a transformation are numerous: the work environment will be better aligned with current and future production methods; and, the Corporation will not only benefit from increased administrative efficiencies, but also a simplified bargaining process and a reduction in jurisdictional barriers. We also believe that one bargaining unit will help to enhance employee mobility and flexibility. We are waiting for a response from the CIRB on our similar request to bring about the amalgamation of the unions in Québec and Moncton.

Other areas of priority for our Human Resources activities this year included employment equity, diversity in the workforce, health and safety, and contingency planning.

Our Human Resources strategy is helping us create the kind of working environment that facilitates the production and broadcast of great programming. Today's initiatives will help us go even further towards fulfilling our mandate to Canadians.

