

**CBC ANNUAL REPORT TO HRDC FOR 2002  
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. Today CBC/Radio-Canada is Canada's largest cultural institution and contributes greatly to Canada's cultural community, providing direct payments to artists and independent producers in the range of \$100 million per year.

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". 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. To enable Canadian expression to flourish and to prosper in the next century, we will create a stimulating and distinctive programming environment in English and French, delivered to Canadians by a variety of means, through new cost-effective services and strategic partnerships.

Multitude of Platforms

CBC/Radio-Canada reaches out to Canadians through a multitude of platforms to ensure that all have access to its services. It operates six networks which broadcast in English and French, Television and Radio on the am and fm bands, as well as three full-service web sites. The network operations are located in Toronto and Montreal with regional offices located in each province and, the North West Territories/Yukon/Nunavut where services are broadcast in eight Aboriginal languages. 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.

## II. QUANTITATIVE INFORMATION

The representation rate for women in permanent positions in 2002 continued its steady growth, reaching 41.9% compared with 40.6% in 2001. There were 100 (1.4%) Aboriginal Peoples; 151 (2.1%) persons with disabilities; and 349 (4.8%) members of visible minorities occupying permanent positions in 2002. The 2002 representation rate for Aboriginal Peoples marked a similar level to its rate in 2001. There was an increase in the rate of representation from last year for members of visible minorities and a decline in the rate of representation for persons with disabilities.

Women and members of visible minorities enjoyed hiring and promotion rates greater to their representation rates in CBC's workforce. The hiring rate for persons with disabilities was below their representation rate in CBC's workforce, whereas the promotion rate was above their representation rate. Aboriginal people had a hiring rate and promotion rate below their representation rate.

- Approximately 405 employees who were temporary in 2001 became permanent full-time in 2002 (+405).
- Approximately 100 permanent full-time employees who were on absence without pay in 2001 returned to regular employment in 2002; Approximately 135 permanent full-time employees went on to absence without pay in 2002 (Net -35).
- Approximately 30 permanent part-time employees in 2001 returned to full-time in 2002; Approximately 35 permanent full-time employees in 2001 went to part-time in 2002 (Net -5).
- Approximately 25 permanent full-time employees in 2002 ended employment on December 31, 2002 (+20).

The following points Year-to-Year Variances:

As is typical to CBC's dynamic workforce, there were year-to-year variances resulting from employee movement within occupations, within geographic locations, changes in employment status and changes in leave of absence status as well as retro-active adjustments.

The following points highlight specific examples of the year-to-year variance for permanent full-time employees:

highlight specific examples of the year-to-year variance for permanent part-time employees:

- Approximately 10 permanent part-time employees who were on absence without pay in 2001 returned to regular employment in 2002; Approximately 5 permanent part-time employees went on to absence without pay in 2002. (Net +5)
- Approximately 35 permanent full-time employees in 2001 went to part-time in 2002; Approximately 30 permanent part-time employees in 2001 returned to full-time in 2002. (Net +5)
- Approximately 5 employees who were temporary in 2001 became permanent part-time in 2002 (+5).

## III. QUALITATIVE MEASURES

### Communications

The CBC's Equity Newsletter was published three times in 2002. The Newsletter typically features articles on programming which focus on diversity at home and abroad as well as noteworthy staff changes. The Newsletter enjoys a wide and positive readership as evidenced by the feedback from within and outside the Corporation.

Newletter articles covered topics pertaining to all designated groups and included subjects as 'Women Who Set the Pace at CBC', 'Aboriginals Talk on CBC Radio in Regina and Winnipeg', 'News on Carpal Tunnel Syndrome' 'Racism is Alive and Well', 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.

*The Grapevine*, an electronic English radio newsletter, though not devoted to diversity issues informs employees about programming successes and covers items related to diversity.

## **Equity Environment**

The text which follows summarizes some of the measures that supported an equitable environment for employees.

### The HELP Fund

In 2002, 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

English Radio's 'New Voices' has resulted in bringing different voices to air, presenting people and stories who sound different and who bring a different perspective on matters. This has served to enrich English Radio's programming and sharpened its reflection of the country and also resulted in broad outreach and recruitment for occasional, casual or freelance workers. In some cases, candidates are groomed for possible full-time work.

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

### Employee Assistance Program

CBC/Radio-Canada's employee assistance program celebrated its 20 years of operation. This program is available to all employees including those living abroad and provides a range of counselling services which address life issues, ensuring utmost confidentiality. 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.

### Radio-Canada Internship Program

Over the past number of years, a total of 52 designated group members have interned at Radio-Canada, over half in journalistic, editorial and researcher roles. In 2002, twelve more interns were recruited. Of those recruited since the inception of the program, more than half are still employed by Radio-Canada in varying capacities. In fact, a good number continue to work in the departments where they initially interned.

### 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. Last year's two interns were fully integrated into the local and national news operations and along with other existing and

upcoming talent, contributed to the success of Vancouver-based 'Canada Now' and other CBC programs. One candidate continues with TV News and the other has moved to a temporary position with a new Radio 3/TV/web project.

#### Newsworld's Joan Donaldson Scholarship

This is a program that awards, each year, a cash award and special training, and four-month internships with CBC News to eight students, some of whom have been and are from the designated groups.

#### Mentoring

One of the criteria for HELP Fund assistance is that a mentor must be identified as part of the development plan which must also include milestones and feedback to the intern. About 28 to 30 projects per year receive HELP Fund monies.

The Employment Equity Advisor at Radio-Canada in Montreal acts as mentor to interns who are recruited as part of their Employment Equity initiatives. She ensures that the interns are integrated into the workforce as smoothly as possible by, for example, familiarizing them with the culture of the organization.

CBC Radio in British Columbia is considered a leader within CBC for mentoring. They have developed a program that helps match mentors with mentorees. In fact, a mentors workshop was held in Vancouver this year with representation from both radio and television.

As part of 'New Voices' CBC Newfoundland staff continued to mentor high school students, many of whom are visible minorities and immigrants to Canada, to do radio work.

CBC North made significant ongoing investment in training, development and mentorship of Inuit staff for reporter/editor positions in television.

CBC Sudbury has an ongoing cycle of mentorship and training. This includes journalists working with new voices to improve the diversity of people we have on-air. There is also quite a bit of mentoring for new reporter and interns on the shop floor.

### **Employment Systems**

#### Human Resources Policies Redesign

The updated and revised policies are the outcome of a corporate-wide initiative which resulted in the rationalization and reduction of the overall number of CBC/Radio-Canada policies. Sixty former Human Resources policies have been reduced to a total of nineteen revised and updated policies. A process has been established for the ongoing review and approval of existing policies to ensure currency.

Implicit in the CBC's Code of Conduct Policy are the principles that all employees and potential employees receive fair and equitable treatment and that all employees of the Corporation work in an environment free of sexual harassment and other forms of discrimination.

The CBC's Harassment Policy states that "it is the policy of the CBC, as an employer, to ensure that the workplace is conducive to the performance of work and is free of sexual harassment and other forms of discrimination.

The revised Staffing Policy states that "to meet the short and long term objectives of the Corporation we must attract and retain the best qualified people, reflecting the diversified marketplace in which we operate".

The new Training Policy states that "Employment Equity objectives are considered in developing CBC's training plan and integrated where appropriate".

## **Initiatives for Designated Groups**

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

#### Recruitment

CBC Halifax hired an Indo-Canadian reporter for the news pool who has done a wide variety of assignments for local and national radio and national sports. They also employed an African Nova Scotian as a CCR technician on the weekends.

Two Aboriginal reporters were recently hired in Winnipeg. One recruit is now capable of chasing, reporting and show directing while the other can report and function as a chase producer. Both recruits required considerable training.

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

CBC Thunder Bay recruited aboriginal interns, gave them training with the objective of developing them as freelancers and/or for backfill purposes.

CBC Records has had very good success utilizing the HELP Fund in targeted recruitment for employment/internship opportunities. Specifically, to address gender imbalances, over the past three years CBC Records has recruited women to work in the technical area of digital editing and mastering. They were brought in on short-term assignments (three to six months) on a co-funded basis between the Fund and CBC Records with the intent that further full and part-time opportunities would present themselves within the Corporation at large. Three of the four candidates went on to further employment within the CBC.

#### Outreach

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

CBC Radio and Television were among a number of sponsors from the print and electronic media of the 'Innoversity Creative Summit', held in Toronto in May 2002. The Summit gave creators of diverse cultural backgrounds the opportunity to pitch their ideas and skills to media professionals. It was attended by over 500 people, bringing together producers, directors, writers and other broadcasting industry professionals, with an emphasis on culturally diverse Canadians working or wishing to work in the industry.

CBC Radio began with 'Open Door' and 'POPCorn' pitch competitions in which participants were able to present their ideas to industry executives. Two development awards for 'Open Door' finalists were made for CBC Radio's *Outfront* and another was in the documentary, series or special category. Three freelancers in the 'POPCorn' pitch session also received development awards.

Two development awards from CBC Television were in drama (in partnership with the Director's Guild of Canada) and in documentaries. In addition, two outstanding candidates have been awarded three-month mentorships in CBC's News, Current Affairs & Newsworld and in the Arts & Entertainment departments.

##### ***Other Examples***

CBC Winnipeg established a First Nations morning show panel. Rotating members of the panel also act as consultants to the program regarding Aboriginal affairs coverage. They also created a ground-breaking nine-part series called 'Original Citizens – Spring 2002'. It is a history of Aboriginal people in Winnipeg and the way their lives have shaped the character of this

community. A CD Rom of the series is being created for community leaders and schools. The province of Manitoba is currently considering the series for inclusion in the social studies curriculum. The series is also being incorporated into a larger series on Aboriginal Peoples for 'Sounds Like Canada'.

CBC Saskatchewan hosted a "Learn at Lunch" for all their radio and TV journalists on the subject of reporting on the aboriginal community. A panel of three Indian professionals shared their experience and insight on the subject. A young Cree woman has been interning as an associate producer for the past several months with the assistance of the HELP fund. She has been instrumental in the development of a data bank of new aboriginal contacts. Two CBC staff members were guest instructors at a month-long Communications course sponsored by the Saskatchewan Indian Federated College in Regina. Thirty-five aboriginal students participated in the class. Saskatchewan Radio's annual High School Drama competition attracts many entries from northern schools including some from Indian bands. The Radio Drama curriculum plan is used by 30 schools in the north. The winning play for the past two years has been written by a Métis teenager from a Regina high school.

CBC Radio in Vancouver has developed strong ties with Vancouver's Asian communities. This includes the sponsorship of a number of large community events such as Asian Heritage Month, the Taiwanese Canadian Cultural Festival and The Chinese Cultural Flower Market. CBC has also developed working relationships with a number of organizations such as The BC Chinese Orchestra, The Lorita Leung Dance Association and The International Buddhist Society and Temple.

The Employment Equity Advisor for Radio-Canada, Montreal collaborates with (not all-inclusive) l'Office des handicapés du Québec, l'Etape, Aim Croit, l'Institut Nazareth et Louis Braille, Visu Aide and l'Association des Malentendants on recruitment matters.

CBC TV and Radio journalists in Charlottetown regularly participate in community outreach such as visits to high schools to speak with young students about careers within the CBC. CBC Charlottetown also sponsored the PEI 'Literacy Scrabble Tournament'.

CBC North has Inuit community reporters in every Nunavut and Nunavik community, and almost every community in the Dene and Gwich'in communities. It is the only broadcaster in most of the area, and often the only signal available. It provides an essential service and crucial link for people scattered across thousands of kilometers and provides the forum for political and cultural discussion that could otherwise not take place, providing a voice to thousands of Canadians where otherwise their views would not be heard, and a place where their languages are spoken and supported. This incredible commitment of resources, unique to the CBC, allows the Corporation to reflect back the diversity of Canada's North to all Canadians – and this commitment has grown markedly over the past couple of years.

## **b) Training and Development**

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

The National Aboriginal Achievement Awards Show continued to provide targeted training and mentorship opportunities to Aboriginal people in a variety of roles including director, camera and hosting.

CBC Halifax provided development opportunities over a period of time for a Chinese immigrant to help her make the transition to working in the Canadian environment and by supporting her

proposal for a 'Sounds Like Canada' segment that has been produced in pilot form for consideration.

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.

In CBC North, almost half of the staff are indigenous, and as there are no journalism schools and few other media to provide the talent, CBC has to find promising people and develop the skills and the expertise internally. CBC North Television has undertaken a number of initiatives to develop aboriginal talent in the area of television production, journalism, performing arts and visual arts. These include significant ongoing investment in training, development and mentorship of Inuit staff for reporter/editor positions in Television; training of an Inuit anchor/host in Yellowknife as backup for the current anchor/host; a number of workshops put on or sponsored by CBC North TV to increase opportunities for Northern filmmakers over the past two years, held in Whitehorse, Yellowknife and Dawson City.

CBC Ottawa has a dedicated producer for half the year to work with new voices from various cultural and ethnic communities. As part of her responsibilities, she holds workshops to provide basic radio skills to potential resources from these communities.

A CBC Thunder Bay manager came up with *'The Top 10' Diversity Tips* and *'The Aboriginal Recruitment Challenge'* drawn from his experience of recruiting, training, and integrating designated group members. This information was shared with other English media directors for radio and TV across the country.

### **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.

In 2001, national implementation of the Joint Performance Management and Staff Development Process began across all regions that are covered under the English collective agreements. As of March 31, 2002, 95% of staff received information briefings and training (coordinated in cooperation and partnership with CBC unions). A significant portion of the workforce have participated in their first objective setting meeting with their supervisor.

In 2002-2003, CBC/Radio-Canada will undertake to do an indepth review of the succession planning process and will put in place improvements in order to minimize risks and address the issue of an aging workforce, while focusing on ongoing talent renewal.

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

The HELP Fund was initially used as a means to prolong employment for designated group members whose jobs might otherwise have been lost during times of budget cuts and workforce reduction at the CBC. The Fund is now focused on broadening the pool of talented people by providing internships to new designated group recruits or providing developmental opportunities to designated group employees. This 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) Reasonable Accommodation**

CBC/Radio-Canada's Accommodation Policy formalizes the practice of accommodating employees in ways which meet their needs and ensures operational requirements are met. Flexible schedules are commonplace in CBC locations to facilitate child, elder and personal health care needs. Extra time off may be granted to travel in personal emergency and bereavement situations. And part-time employment and job sharing have been offered as alternatives to full-time employment. Other accommodations include outfitting an employee's home studio so that he could provide daily reports for the local morning show, providing adaptive telephone equipment for a hearing-impaired individual, and funding provided for return air fare and subsidized rental costs for an employee required to work in a location away from home.

#### **IV. CONSTRAINTS**

The process of self-identification remains an impediment to accurate reporting of the Corporation's workforce in terms of designated group representation. Employees are still reluctant to self-identify in spite of requests to do so and even after receiving an accommodation or benefiting from an internship opportunity.

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

In 2002, the Employment Equity Committee with the bargaining units of the "English file" met three times during the year to discuss a range of employment equity issues. A working group was formed from this committee to work collaboratively on the plan and implementation of a corporation-wide EE census of all full-time, temporary, part-time and casual employees working 13 weeks or more. A meeting with representatives of unions of the "French file" also took place to discuss their cooperation on the census and interest in holding regular meetings on employment equity issues. This group was provided with a copy of the census plan and the draft communiqués, agreed with the approach taken and promised full cooperation.

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.