



2018

Report of the independent advisory
committee for appointments to the
CBC/Radio-Canada board of
directors

Report commissioned by

The Department of Canadian Heritage

October 26, 2018

The Honourable Pablo Rodriguez
Minister of Canadian Heritage and Multiculturalism
15 Eddy Street, 12th Floor
Les Terrasses de la Chaudières Building
Gatineau, QC K1A 0M5

Dear Minister Rodriguez,

You will find enclosed a revised report by the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors.

The initial version of this report, which was prepared in accordance with the Terms of Reference of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors and which had been delivered to your predecessor, the Honourable Mélanie Joly on June 28, 2018, has been revised to clarify the last sentence in section 4, "Candidate Assessment Process".

This final report covers the open, transparent, independent and merit-based selection processes undertaken to identify qualified candidates for appointment to the positions of President, Chairperson, and Directors.

I wish to reiterate that we are proud to have had the privilege to serve on this Committee and to have taken part in such a significant process that will contribute to the future of our national public broadcaster.

Sincerely,

Tom Clark
Chairperson of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors

Members of the Independent Advisory Committee:

Prem Gill	Monique Savoie
Carolyn Warren	Marc Beaudet
Janelle Wookey	Alanis Obomsawin
Colm Feore	Éric Larocque

Attachment

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Report of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors

1. Introduction

This report was prepared in accordance with section 10 of the Terms of Reference ([Annex A](#)) of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors (“Independent Advisory Committee” or the “Committee”) which states:

Within three months after submitting the names of qualified candidates to the Minister and following each subsequent appointment process, the Advisory Committee must provide a report, in both official languages, to the Minister that contains information on the process, including on the execution of the terms of reference and statistics relating to the applications received.

In addition, the report may provide recommendations for improvements to the process. The report must be made public.

This report includes information on the selection processes, the execution of the mandate of the Independent Advisory Committee and statistics related to applications received. At the end of the report, there is also a series of recommendations from the Independent Advisory Committee intended to improve this process.

2. Creation of the Independent Advisory Committee

The Independent Advisory Committee is an independent and non-partisan body mandated to carry out selection processes and provide the Minister of Canadian Heritage with recommendations of qualified candidates for appointment by the Governor in Council to the CBC/Radio-Canada Board of Directors, all while achieving gender parity and truly reflecting Canada’s diversity. The Minister announced the creation of this Committee on June 20, 2017 ([Annex B](#)).

The Independent Advisory Committee, consisting of nine members including a Chairperson, is made up of experts in broadcasting, digital technology and representatives from cultural sectors across Canada. There are also representatives from Indigenous communities, official language minority communities, and youth. The Committee members were named by the Minister of Canadian Heritage for an initial period of six months and continued their work until its completion.

More information on the creation of the Independent Advisory Committee can be obtained on the Department of Canadian Heritage’s [website](#). Members’ biographies are in [Annex C](#). Mandate letters for the Chairperson and members are in [Annex D](#) and [Annex E, respectively](#).

3. Meetings of the Independent Advisory Committee

Within three days of being named to the Independent Advisory Committee, the members met via teleconference to discuss their mandate, the Governor in Council appointments process, outreach methods, and conflicts of interest with potential candidates. During the Orientation meeting of the Independent Advisory Committee, the members participated in information sessions on the Canadian

broadcasting industry and CBC/Radio-Canada, members' roles on the Independent Advisory Committee, and the Government's new approach for selection processes for Governor in Council appointments. Throughout the following months, members met several times, both in person and by teleconference, to review and assess applications, conduct interviews with selected candidates, and discuss the results of reference checks and where applicable, psychometric testing.

As outlined in the Terms of Reference, the Independent Advisory Committee was supported by a Secretariat within the Department of Canadian Heritage. The Independent Advisory Committee also received support from an executive search firm.

4. Candidate Assessment Processes

People who were interested in applying for the positions of President, Chairperson and Directors had to apply on the Governor in Council's appointments [website](#).

4.1 The application period for the selection process for the position of President ([Annex F](#)) began on June 20, 2017, and closed on September 11, 2017. In December 2017, the Independent Advisory Committee recommended to the Minister of Canadian Heritage that the Government extend this process until an appointment was made, similar to other selection processes. On January 4, 2018, the Notice of Opportunity for the position of President was re-posted on the Governor in Council's website, stating that the review of applications would begin on January 29, 2018; after this date, applications would be retained and could be considered up until an appointment was made.

4.2 The application period for the selection process for the part-time position of Chairperson ([Annex G](#)) took place from June 20, 2017, until September 11, 2017.

4.3 As indicated in the Notice of Opportunity for the position of part-time Directors ([Annex H](#)), the application period took place from June 20, 2017, until September 11, 2017.

All three processes combined, 491 applications were received on the Governor in Council's website. Committee members reviewed each application against the merit-based criteria published in the respective Notices of Opportunity. Following this, a short list of qualified candidates were interviewed by the Committee, either in person or by videoconferencing. Third-party reference checks were then undertaken for all successful candidates. In addition, psychometric testing was conducted on selected candidates for the position of President.

5. Candidate Statistics

5.1 Selection process for the position of President

As part of the selection process, the Independent Advisory Committee received 71 applications. The geographical distribution of candidates is as follows: 6 from Western Canada, 31 from Ontario, 23 from Quebec, 2 from the Atlantic Provinces, and 9 from abroad.

Applicants had the option to provide responses to questions regarding their diversity when creating their online profile. The results of the data are as follows:

Applications for the selection process for the position of President	
First official language	Number of applicants
English	53
French	18
Self-identification as a member of one of the following groups	Number of applicants
Women	15
Ethnic/cultural group or other	10
Visible minority	19
Indigenous	8
Persons with a disability	4
LGBTQ2	1

5.2 Selection process for the position of Chairperson

As part of this process, the Committee received 35 applications. The geographical distribution of candidates is as follows: 4 from Western Canada, 14 from Ontario, 14 from Quebec, 1 from the Atlantic Provinces, and 2 from abroad.

Applicants had the option to provide responses to questions regarding their diversity when creating their online profile. The results of the data are as follows:

Applications for the selection process for the position Chairperson	
First official language	Number of applicants
English	20
French	15
Self-identification as a member of one of the following groups	Number of applicants
Women	12
Ethnic/cultural group or other	5
Visible minority	9
Indigenous	4
Persons with a disability	4
LGBTQ2	0

5.3 Selection process for the position of Directors

As part of this process, the Committee received 385 applications. The geographical distribution of candidates is as follows: 95 from Western Canada, 165 from Ontario, 96 from Quebec, 24 from the Atlantic Provinces, 3 from Northern Canada, and 2 from abroad.

Applicants had the option to provide responses to questions regarding their diversity when creating their online profile. The results of the data are as follows:

Applications for the selection process for the position of Directors	
First official language	Number of applicants
English	284
French	101
Self-identification as a member of one of the following groups	Number of applicants
Women	156
Ethnic/cultural group or other	43
Visible minority	79
Indigenous	26
Persons with a disability	0
LGBTQ2	1

6. Recommendation Process

Members of the Independent Advisory Committee adhered to the highest standards of impartiality, integrity and objectivity when reviewing the applications; they fairly and consistently applied the selection criteria set out in the Notices of Opportunity and determined whether the potential candidates met the necessary qualifications to be recommended to the Minister of Canadian Heritage for a position on the CBC/Radio-Canada Board of Directors.

In accordance with section 6 of the Terms of Reference, the Independent Advisory Committee provided to the Minister a list consisting of qualified candidates for each selection process, while supporting the Government's intent to achieve gender balance and to ensure representation of Indigenous peoples and linguistic minority and ethnic communities. Three candidates were recommended for the position of President, four for the position of Chairperson, and 21 for the position of Directors. The candidates were not prioritized; instead they were presented in alphabetical order, along with a summary of their assessment, and a copy of their covering letter and curriculum vitae.

7. Appointments

The appointment of five Directors to the CBC/Radio-Canada Board of Directors was announced by the Minister of Canadian Heritage on December 18, 2017 ([Annex I](#)). The announcement of the appointment of the President, the Chairperson, and three other Directors was made on April 3, 2018 ([Annex J](#)).

Following these announcements and the end of the selection processes, the Chairperson of the Independent Advisory Committee sent a message to all applicants thanking them for their interest in the positions within CBC/Radio-Canada and inviting them to consult the Governor in Council's appointments website for other opportunities.

8. Costs

In accordance with section 4 of the Terms of the Reference, members of the Independent Advisory Committee were not paid for their time. They were, however, reimbursed for their travel and meeting expenses.

9. Confidentiality

In accordance with section 9 of the Terms of the Reference, members of the Independent Advisory Committee signed a confidentiality agreement as a precondition of them being named to the Committee. Members also signed a non-disclosure agreement with the executive search firm. The Committee's work was and remains strictly confidential. Information on the applicants cannot be disclosed, pursuant to the provisions in the *Access to Information Act* and the *Privacy Act*. Consequently, members of the Independent Advisory Committee will not make public any information on the applicants or the process.

10. Communication, Media Relations and Public Affairs

As previously indicated in this report, the selection processes were launched by the Minister of Canadian Heritage on June 20, 2017, through a news release from the Department of Canadian Heritage. This release was read 271 times. The same day, a [website](#) was launched by the Department. This site provides information on the Independent Advisory Committee, its Terms of Reference, members, the selection processes, assessment criteria, and also includes a section on frequently asked questions. Approximately 600 people visited this website.

On the Governor in Council's appointments website, the Notice of Opportunity for the position of President was viewed 400 times, that of the Chairperson was viewed 3,145 times, and that for the Directors position 11,269 times.

Various communication and outreach activities were carried out to reach as many people as possible. In addition to communication by the Committee members to key industry stakeholders in their respective fields and regions, advertising was posted on various websites and job bulletin boards. The executive search firm also carried out outreach activities. The Secretariat within the Department of Canadian Heritage sent an email to over 450 stakeholders to encourage them to share the Notices of Opportunity.

The creation of the Independent Advisory Committee and the launch of the selection processes received moderate media coverage. However, the coverage was quite significant when the appointment of the new President, Catherine Tait, was announced. The main media in Canada reported the news positively. This media attention led to the production of press articles (written and online press), and radio and television coverage.

11. Recommendations of the Independent Advisory Committee

In accordance with section 10 of the Terms of Reference, the Independent Advisory Committee offers some recommendations and remarks following its experience. Indeed, throughout the selection process, members of the Committee received comments from potential candidates, from colleagues from their field of expertise, and even from Canadians interested in the future of CBC/Radio-Canada.

11.1 Recruitment of Qualified Candidates

Three selection processes were launched on June 20, 2017. Recruiting qualified candidates in the summer can be very difficult. Several people take advantage of the summer to slow down, leave on vacation or prioritize their families.

Recommendation #1: When Notices of Opportunity must be posted in the summer, it is important to extend the application period to include at least one full month into the Fall.

Several senior executives approached to apply for a position on the Board of Directors indicated that they are not used to applying through a selection process that is open to the public. They are often directly asked to consider a position and will or will not accept it. Some were very hesitant to apply online and feared that their application would be disclosed to the general public which could embarrass them and affect their career and/or business.

Recommendation #2: It is important to emphasize the confidential nature of the application process and the handling of personal information by selection committee members provided via the Governor in Council's appointments website.

Several highly-qualified and talented Canadians have gone abroad to continue their careers. It would be important to find a way to reach them quickly to encourage them to apply.

The members of the Independent Advisory Committee who live in the far corners of the country found it challenging to recruit bilingual, experienced Canadians for the positions of President and Chairperson of the Board of Directors. The statistics on the applications received, which can be found in section 5 of this report, confirm this challenge.

Recommendation #3: Engage an executive search firm to carry out recruitment services for all positions on the CBC/Radio Board of Directors, not just the President's position.

Leadership positions in the private broadcasting industry are well compensated. This can pose a challenge when trying to recruit highly-competent individuals for the position of President.

Recommendation #4: Consideration should be given to making the compensation of the President of the CBC/Board of Directors more reflective of the industry norm.

11.2 Recommendation of Highly-Qualified Candidates

The Government of Canada adopted a more rigorous approach with regard to appointments by the Governor in Council which is based on an open and transparent process built on merit. This process results in the recommendation of highly-qualified candidates, and adheres to the principle of gender parity and truly reflects Canadian diversity. As the Government launches multiple appointment opportunities simultaneously for various boards, agencies and tribunals, the Independent Advisory Committee observed that selection processes compete against each other if someone has applied for multiple processes and the individual is found to be highly qualified on more than one process.

Recommendation #5: For leadership positions, such as Chairperson and President, consideration should be given to providing timely disclosure to a candidate as to the status of their application in the event their candidacy will not be given further consideration. As a selection process can take several months to complete, candidates may delay other career or appointment opportunities if timely notice is not received.

11.3 Environment

In summer 2017, it was publicly known that the Minister of Canadian Heritage was going to announce her cultural policy in September. Several candidates, who were interested in the President and Chairperson positions, expressed the desire to know the Minister's cultural policy before submitting their application by September 11, 2017. *Creative Canada* — the Government of Canada's vision for Canada's cultural and creative industries in a digital world, was announced on September 28, 2017.

Recommendation #6: It is important to take into account the economic and political environment as much as possible before launching selection processes for key leadership positions.

11.4 Executive Search Firm

The Independent Advisory Committee worked in collaboration with an executive search firm that provided recruitment services for the position of President, and administrative support services for all three selection processes. The fact that the executive search firm was involved in all three processes rather than just one was an added value.

Recommendation #7: Going forward, it would be extremely useful to have an executive search firm hired by the time the Notices of Opportunity are posted so that the selection committee can take full advantage of the search firm's efforts of recruitment.

11.5 *Broadcasting Act*

With the mandate to recommend highly-qualified candidates, the members of the Independent Advisory Committee sought qualified people from many fields, including the field of broadcasting. While there are good reasons to the limitations set out in section 38 of the *Broadcasting Act*, several candidates had to make a choice between abandoning their professional careers or interests, to relocating to Canada, in order to be appointed to the CBC/Radio-Canada Board of Directors. Several candidates refused to do so.

Section 38: A person is not eligible to be appointed or to continue as a director if the person is not a Canadian citizen who is ordinarily resident in Canada or if, directly or indirectly, as owner, shareholder, director, officer, partner or otherwise, the person (a) is engaged in the operation of a broadcasting undertaking; (b) has any pecuniary or proprietary interest in a

broadcasting undertaking; or (c) is principally engaged in the production or distribution of program material that is primarily intended for use by a broadcasting undertaking.

Recommendation #8: During the upcoming review of the *Broadcasting Act*, a) consideration should be given to removing the term “ordinarily resident in Canada”; and b) adding a position of Vice-Chairperson to the Board of Directors. In line with other Boards of Directors of Crown Corporations, CBC/Radio-Canada should have a Vice-Chairperson on its Board to replace the Chairperson in times of absences as required.

12. Conclusion

The members of the Independent Advisory Committee truly enjoyed the privilege of serving the Minister of Canadian Heritage and all Canadians as part of such a significant initiative. We wish to acknowledge and thank the 491 applicants who considered making a difference in the lives of their fellow Canadians.

Annex A: Terms of Reference of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors

This Government has committed to reviewing the process by which members are appointed to the CBC/Radio-Canada Board of Directors to ensure merit-based and independent appointments. This process will result in the recommendation of high-quality candidates while achieving gender parity and truly reflecting Canada's diversity.

1. Mandate

The Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors (Advisory Committee) is an independent and non-partisan body whose mandate will be to conduct selection processes for Governor in Council appointments to CBC/Radio-Canada in order to provide the Minister of Canadian Heritage with recommendations of qualified candidates for these appointments.

The Advisory Committee will be guided by published, merit-based criteria in order to identify Canadians who would make a significant contribution to the work of the Board of Directors of CBC/Radio-Canada, with the end goal of high-quality independent appointments being made by the Governor in Council.

2. Composition of the Advisory Committee

Members of the Advisory Committee are named by the Minister of Canadian Heritage.

The Advisory Board is to consist of nine members, one of whom is to be named as Chair, from one or more of the following groups:

- prominent Canadians from the public and private sector fields, including those with experience in broadcasting;
- representatives from the cultural sector across Canada, including Francophones from Quebec; and
- Indigenous and youth representation.

To respect the independence of Advisory Committee members, there will be no political representation on this Committee.

No official from the Department of Canadian Heritage will be a member of the Advisory Committee.

3. Length of Terms

Members of the Advisory Committee are to be named for a period of six months, with the possibility of extension.

4. Remuneration

The Advisory Committee members are not paid for their time. They are, however, reimbursed for their travel and meeting expenses.

5. Support

The Advisory Committee will be supported by a Secretariat within the Department of Canadian Heritage.

6. Recommendations

Where possible, the Advisory Committee will provide to the Minister three or more names of qualified candidates for each vacant position along with additional names of qualified candidates to create a roster from which to draw for future vacancies and end of terms. The roster of qualified candidates will be in effect for two years.

7. Recommendation Process

The members of the Advisory Committee will:

- a) observe the highest standards of impartiality, integrity and objectivity in their consideration of all potential candidates;
- b) apply fairly and with consistency the criteria provided in the Notice of Opportunity in assessing whether potential candidates meet the qualifications for appointments to the CBC/Radio-Canada Board of Directors;
- c) conduct interviews to assess whether potential candidates meet the knowledge, skills and ability qualifications for appointments to the CBC/Radio-Canada Board of Directors;
- d) establish a list of qualified candidates for appointment based on selection criteria, and seek to support the Government's intent to achieve gender balance and to ensure representation of Indigenous peoples and linguistic, minority and ethnic communities; and
- e) declare any direct or indirect personal interest or professional or business relationship in relation to any candidate if such an interest or relationship could reasonably be considered to represent an actual or perceived conflict of interest:
 - the declaration must include a statement as to any gifts or hospitality received by the member from the candidate;
 - if such a declaration is made, the Advisory Committee must decide, having regard to the nature of the relationship, if the member must withdraw from any deliberation about the candidate; and
 - If the Advisory Committee decides that the member must withdraw from any deliberation in relation to a candidate, those deliberations are undertaken by the remaining members of the Advisory Committee.

8. Conflict of Interest

While the Advisory Committee may be composed of some members with broadcasting experience, it will be important to ensure that no member of the Advisory Committee is in a real or perceived conflict of interest with respect to CBC/Radio Canada.

9. Confidentiality

All personal information provided to, and deliberations of, the Advisory Committee are confidential and must be treated in accordance with the provisions of the *Privacy Act*.

Any records created or received by the Advisory Committee members that are under the control or will be under the control of the Department of Canadian Heritage and Privy Council Office are subject to the *Access to Information Act* and the *Privacy Act*.

The members of the Advisory Committee must maintain as confidential any information brought before them in the conduct of their work.

Members of the Advisory Committee must sign a confidentiality agreement as a precondition of them being named to the Committee.

No candidate is to be named publicly without their prior written consent.

10. Reporting

Within three months after submitting the names of qualified candidates to the Minister and following each subsequent appointment process, the Advisory Committee must provide a report, in both official languages, to the Minister that contains information on the process, including on the execution of the terms of reference and statistics relating to the applications received.

In addition, the report may provide recommendations for improvements to the process.

The report must be made public.

Annex B: The Minister of Canadian Heritage Announces the Creation of an Independent Committee to Recommend Qualified Candidates for the CBC/Radio-Canada Board of Directors

News Release

From [Canadian Heritage](#)

GATINEAU, June 20, 2017

The Government of Canada is committed to open and transparent processes for selecting appointees, to help strengthen trust in Canada's democracy and ensure the integrity of its public institutions. Today, the Honourable Mélanie Joly, Minister of Canadian Heritage, announced the creation of an advisory committee for appointments to the CBC/Radio-Canada Board of Directors.

This independent advisory committee will have a mandate to lead the selection process for the CBC/Radio-Canada Board of Directors. It will present its recommendations for qualified candidates to the Minister.

This independent, non-partisan committee is made up of experts in broadcasting and digital technology, and representatives of cultural sectors from across Canada. Indigenous Peoples, official-language communities and youth are also represented.

The committee will be chaired by Tom Clark from Ontario. Mr. Clark has worked in Canadian television news for the past 45 years.

The following people are also appointed to the committee:

Prem Gill (British Columbia) started her career in the television and broadcasting industry. She has more than 20 years' experience in digital media, content creation and entertainment.

Carolyn Warren (Alberta) is a leader in the Canadian cultural sector and has experience with art and broadcasting institutions.

Janelle Wookey (Manitoba), is a Francophone Métis woman from the Prairies and an award-winning artist who works as an independent director and producer in Winnipeg.

Colm Feore, O.C. (Ontario) is a well-known theatre, film and television actor.

Marc Beudet (Quebec) is a pioneer in the digital content industry in Quebec. He is president and CEO of Turbulent, a company that develops broadcasting platforms.

Monique Savoie (Quebec) is a digital visionary. In 1996, she created the Société des arts technologiques, a creative Montréal space dedicated to technological development.

Alanis Obomsawin, O.C., G.O.Q., C.A.L.Q. (Quebec) is a member of the Abenaki Nation and one of the most distinguished documentary filmmakers in Canada. For more than 40 years, she has been producing films at the National Film Board of Canada that tell about the lives and concerns of First Nations and deal with issues that are important to everyone.

Éric Larocque (New Brunswick) is active in projects related to Acadia and to his community, particularly those that deal with youth. He is director of the organizing committee for the 2021 Games of La Francophonie.

The advisory committee will provide the Minister with the names of qualified candidates for each vacant position, as well as supplementary qualified candidates to create a pool to fill posts in the future.

As the digital shift brings many changes in its wake, the public broadcaster continues to play a crucial role in providing us with information and entertainment, as well as helping guide the next generation. As a Crown corporation in the Canadian Heritage portfolio, CBC/Radio-Canada is an organization that is independent from the government and responsible for its own day-to-day activities.

Quotes

“Our government firmly believes in the importance of our national public broadcaster, CBC/Radio-Canada. I am pleased to establish this independent advisory committee composed of experts in broadcasting, digital technology and culture, who reflect Canada’s diversity. This new committee will recommend qualified candidates for a selection process that is open, transparent and based on merit.”

—The Honourable Mélanie Joly, Minister of Canadian Heritage

Quick Facts

Under the *Broadcasting Act*, CBC/Radio-Canada’s Board of Directors is composed of 12 directors, including a chair and a president/CEO, appointed by the Governor in Council during good behavior for a maximum period of five years.

The selection processes for the positions of chair, president/CEO, and part-time directors are posted on the [Governor in Council’s website](#).

In 2016, the Government of Canada adopted a new approach that requires a selection process be initiated for full-time and part-time positions. Those interested can [apply online](#).

All appointment opportunities for the 18 organizations in the Canadian Heritage portfolio are posted on the Governor in Council’s appointments site as they become available.

Annex C: Biographies of the Members of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors

Chair:

Tom Clark (Ontario)

Tom Clark is the Chair of Global Public Affairs and for 45 years has been a fixture of Canadian television news. Reporting from home, from 33 other countries and six war zones, Tom has been witness to the remarkable history of our age. He has worked at all levels of electronic journalism and has written extensively in newspapers and on line.

Members:

Prem Gill (British Columbia)

With a career that began in television and broadcasting, Prem Gill, CEO of Creative BC, brings more than two decades' experience in digital media, content creation and entertainment to this Independent Advisory Committee, including national, international, private and public leadership expertise. As head of the province's economic development agency devoted to the creative industries, Prem's strategic focus is on ensuring a growth culture for British Columbia's creative industries and positioning them to succeed in our digital global reality. Prem is currently Vice-Chair of the National Screen Institute Board of Directors.

Carolyn Warren (Alberta)

Carolyn Warren is a leader in the Canadian cultural sector with experience in both arts and broadcast institutions. Most recently Senior Arts Advisor at Banff Centre for Arts and Creativity, and prior to that, Vice-President of Arts Programs, Carolyn was also Regional Manager of Cultural Programs at CBC in Montreal for many years and has a passion for the arts, all forms of storytelling and a commitment to support both in the digital age.

Janelle Wookey (Manitoba)

Janelle Wookey is an award-winning, Franco-Métis filmmaker and independent television producer born and raised in the Canadian prairies. Since launching her company, Wookey Films alongside her brother Jérémie, her work has aired nationally on CBC, Radio-Canada, APTN, TV5, Unis and TFO in French, English, Cree and Méchif and has screened at festivals worldwide. In 2016, their work was nominated for 3 awards at the Prix Gémeaux including Best Arts and Culture Documentary.

Colm Feore, O.C. (Ontario)

Colm Feore is a well-known stage, film and television actor. He attended Canada's National Theatre School and then joined the prestigious Stratford Festival in 1981. In Canada, Colm's most famous roles were as Prime Minister Pierre Trudeau in the critically acclaimed television mini-series Trudeau, and as Glenn Gould in the 1993 film *Thirty-two Short Films About Glenn Gould*. Recently, he reprised his role as Martin Ward in *Bon Cop Bad Cop 2*.

Marc Beaudet (Quebec)

Marc Beaudet is amongst the pioneers of Quebec's digital industry. Marc is the president of Turbulent managing a team of 65 passionate professionals specialized in web technology and content development for the gaming, education and television industries. Turbulent has produced the Star Citizen website that has been inducted twice into the Guinness Book of World Records, holding the title for the largest amount raised for a crowdfunded project with \$150 million.

Monique Savoie (Quebec)

In 1996, Monique Savoie founded the Society for Arts and Technology (SAT), a non-profit organization internationally recognized for its active and leading role in the development of immersive technologies and augmented reality and the creative use of high-speed networks. With its triple mission as an artists', research and digital arts training centre, the SAT was created to support a new generation of creators/researchers in the digital era. This outstanding, internationally reputed arts and technology organization now has over 10,000 members and hosts, produces or co-produces approximately 240 events per year. Monique also chairs the SAT, acts as artistic director and develops this organization where anything is possible, connecting the artistic, scientific and technological sectors and helping to position Montreal as a key digital culture hub in the world.

Alanis Obomsawin, O.C., G.O.Q., C.A.L.Q. (Quebec)

Alanis Obomsawin, a member of the Abenaki Nation, is one of Canada's most distinguished filmmakers. For over four decades, she has directed documentaries at the National Film Board of Canada (NFB) that chronicle the lives and concerns of First Nations people and explore issues of importance to all.

Ms. Obomsawin has directed almost 50 films with the NFB, including such landmark works as Kanehsatake: 270 Years of Resistance (1993), documenting the 1990 Mohawk uprising in Kanehsatake and Oka, and winner of 18 international awards. Her latest film, the 2016 documentary We Can't Make the Same Mistake Twice, about a court challenge by the Assembly of First Nations and Child & Family Caring Society of Canada that argued that welfare services provided to First Nations children on reserves and in Yukon were underfunded, had its world premiere in the Masters program at the Toronto International Film Festival.

Ms. Obomsawin has received numerous awards for film and social activism. In November 2016, she received the Technicolor Clyde Gilmour Award from the Toronto Film Critics Association, given to artists whose work has enriched the understanding and appreciation of film in Canada. Earlier in the year, she was honoured with two of Quebec's highest distinctions when she was named a Grande Officière of the Ordre national du Québec and awarded the Prix Albert-Tessier, for lifetime achievements in cinema. In 2015, was named a Companion of the Ordre des arts et des lettres du Québec. She is currently in production on the upcoming NFB documentary Norway House (2017).

Éric Larocque (New Brunswick)

Éric Larocque has been active in matters that involve Acadia and its community for most of his life. Currently, he is director general of the National Organization Committee for the IXe Jeux de la Francophonie 2021 that will be held in New Brunswick in 2021. Before this role, he was director

general of the Congrès mondial acadien de 2019, a participant in the Jeux de la Francophonie and a three-time participant in the Sommet de la Francophonie. Eric has also received the Prix Philippe-Rossillon, a prize awarded by the Conseil international de la langue française to a young person who is devoted to the Francophone cause.

Annex D: Mandate letter for the Chairperson - Independent Advisory Committee for Appointment to the CBC/Radio-Canada Board of Directors

Sir,

I am writing to congratulate you on being named as a member of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors and to thank you for accepting to be the Chairperson of this Advisory Committee. I am also writing to initiate the process that will culminate with the Advisory Committee providing me with recommendations of qualified candidates for appointments to the CBC/Radio-Canada Board of Directors for the positions of Chair, President/Chief Executive Officer, and part-time Directors.

Your term is for a period of six months with the possibility of extension, effective June 20, 2017. This should allow sufficient time for the completion of selection processes for the positions of Chair, President/Chief Executive Officer, and part-time Directors to fill three current vacancies and to create a roster of qualified candidates for future vacancies.

As you know, the Government of Canada has adopted a more rigorous approach to naming Governor in Council (GIC) appointees. This approach supports an open, transparent, and merit-based selection process which will result in the recommendation of high-quality candidates while also achieving gender parity, ensuring that Indigenous Canadians and minority groups are properly represented in positions of leadership and supporting our commitment to official languages. Our Government also committed to reviewing the process by which members are appointed to the CBC/Radio-Canada Board of Directors to ensure merit-based and independent appointments.

The Advisory Committee is composed of eight additional members and its expectations are outlined in the Terms of Reference for the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors.

The Committee will be guided by published, merit-based criteria in order to identify Canadians who would make a significant contribution to the work of the Board of Directors of CBC/Radio-Canada. The assessment criteria are available on the [Governor in Council website](#). During the selection process, the Committee will be supported by a Secretariat within the Department of Canadian Heritage.

Furthermore, it is desirable that the board reflect the current transformation of CBC/Radio Canada as it becomes more local, more digital and more ambitious in its Canadian programming, while remaining true to its mandate to inform, enlighten and entertain. More specifically, it is desirable that the Board of Directors include individuals who:

- contribute to the development of a shared national consciousness and identity;
- reflect the regional and cultural diversity of Canada, including Indigenous communities;
- understand the need to offer local, national and international information and analysis from a Canadian point of view;
- have contributed to the development of Canadian talent and culture;
- understand the impact of the digital shift on broadcasting and on Canadians' consumption of news and entertainment content;
- see the opportunity for Canada's public broadcaster to use multiple platforms to connect Canadians to the best of Canadian content; and
- understand the crucial role the CBC/Radio-Canada plays in promoting the vitality of official-languages minority communities across Canada.

In making your selection, I would ask that you consider the desire for GIC appointments to achieve gender parity, ensure that Indigenous Canadians and minority groups are properly represented, and support our commitment to official languages. Following each selection process for Chair, President/Chief Executive Officer, and part-time Directors, I ask that the Advisory Committee submit to me, for my consideration a list of three or more names of qualified candidates for each vacant position along with additional names of qualified candidates to create a roster from which to draw to fill future vacancies and end of terms. In compiling this list, I also ask that you observe the highest standards of impartiality, integrity and objectivity in your consideration of all candidates.

Within three months of submitting the names of qualified candidates to me, and following each subsequent appointment process, the Advisory Committee will be required to provide me with a report, in both official languages, that contains information on the process, including on the execution of the terms of reference and statistics relating to the applications received. In addition, the report may provide recommendations for improvements to the process. This report will be made public.

As you will appreciate, this process is sensitive and I expect that all information received in relation to candidates and any discussions and proceedings undertaken by the Advisory Committee will be kept strictly confidential during the process and after the Committee has concluded its work.

I would like to take this opportunity to sincerely thank you for your commitment to this important task and for agreeing to be part of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors. I look forward to receiving your recommendation at the conclusion of your deliberations.

Please accept my best wishes.

Sincerely,

The Honourable Mélanie Joly, P.C., M.P.

Annex E: Mandate letter for the members - Independent Advisory Committee for Appointment to the CBC/Radio-Canada Board of Directors

Sir/Madam,

I am writing to congratulate you on being named as a member of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors. I am also writing to initiate the process that will culminate with the Advisory Committee providing me with recommendations of qualified candidates for appointments to the CBC/Radio-Canada Board of Directors for the positions of Chair, President/Chief Executive Officer, and part-time Directors.

Your term is for a period of six months with the possibility of extension, effective June 20, 2017. This should allow sufficient time for the completion of selection processes for the positions of Chair, President/Chief Executive Officer, and part-time Directors to fill three current vacancies and to create a roster of qualified candidates for future vacancies.

As you know, the Government of Canada has adopted a more rigorous approach to naming Governor in Council (GIC) appointees. This approach supports an open, transparent, and merit-based selection process which will result in the recommendation of high-quality candidates while also achieving gender parity, ensuring that Indigenous Canadians and minority groups are properly represented in positions of leadership and supporting our commitment to official languages. Our Government also committed to reviewing the process by which members are appointed to the CBC/Radio-Canada Board of Directors to ensure merit-based and independent appointments.

The Advisory Committee is composed of eight additional members and its expectations are outlined in the Terms of Reference for the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors.

The Committee will be guided by published, merit-based criteria in order to identify Canadians who would make a significant contribution to the work of the Board of Directors of CBC/Radio-Canada. The assessment criteria are available on the [Governor in Council website](#). During the selection process, the Committee will be supported by a Secretariat within the Department of Canadian Heritage.

Furthermore, it is desirable that the board reflect the current transformation of CBC/Radio-Canada as it becomes more local, more digital and more ambitious in its Canadian programming, while remaining true to its mandate to inform, enlighten and entertain. More specifically, it is desirable that the Board of Directors include individuals who:

- contribute to the development of a shared national consciousness and identity;
- reflect the regional and cultural diversity of Canada, including Indigenous communities;
- understand the need to offer local, national and international information and analysis from a Canadian point of view;
- have contributed to the development of Canadian talent and culture;
- understand the impact of the digital shift on broadcasting and on Canadians' consumption of news and entertainment content;

-
- see the opportunity for Canada's public broadcaster to use multiple platforms to connect Canadians to the best of Canadian content; and
 - understand the crucial role the CBC/Radio-Canada plays in promoting the vitality of official-language minority communities across Canada.

In making your selection, I would ask that you consider the desire for GIC appointments to achieve gender parity, ensure that Indigenous Canadians and minority groups are properly represented, and support our commitment to official languages. Following each selection process for Chair, President/Chief Executive Officer, and part-time Directors, I ask that the Advisory Committee submit to me, for my consideration a list of three or more names of qualified candidates for each vacant position along with additional names of qualified candidates to create a roster from which to draw to fill future vacancies and end of terms. In compiling this list, I also ask that you observe the highest standards of impartiality, integrity and objectivity in your consideration of all candidates.

Within three months of submitting the names of qualified candidates to me, and following each subsequent appointment process, the Advisory Committee will be required to provide me with a report, in both official languages, that contains information on the process, including on the execution of the terms of reference and statistics relating to the applications received. In addition, the report may provide recommendations for improvements to the process. This report will be made public.

As you will appreciate, this process is sensitive and I expect that all information received in relation to candidates and any discussions and proceedings undertaken by the Advisory Committee will be kept strictly confidential during the process and after the Committee has concluded its work.

I would like to take this opportunity to sincerely thank you for your commitment to this important task and for agreeing to be part of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors. I look forward to receiving your recommendation at the conclusion of your deliberations.

Please accept my best wishes.

Sincerely,

The Honourable Mélanie Joly, P.C., M.P.

Annex F: Notice of Opportunity - President Appointment Opportunity

We know that our country is stronger — and our government more effective — when decision-makers reflect Canada's diversity. The Government of Canada will use an appointment process that is transparent and merit-based, strives for gender parity, and ensures that Indigenous peoples and minority groups are properly represented in positions of leadership. We will continue to search for Canadians who reflect the values that we all embrace: inclusion, honesty, fiscal prudence, and generosity of spirit. Together, we will build a government as diverse as Canada.

The overarching goal of the Minister of Canadian Heritage is to implement the government's plan to strengthen our cultural and creative industries.

The Government of Canada is currently seeking applications from diverse and talented Canadians from across the country who are interested in this position:

President (full-time position)

Canadian Broadcasting Corporation

The Canadian Broadcasting Corporation (CBC/Radio-Canada) is Canada's national public broadcaster and one of its largest cultural institutions. The mandate of CBC/Radio-Canada is to inform, enlighten and entertain to contribute to the development of a shared national consciousness and identity to reflect the regional and cultural diversity of Canada to offer local, national and international information and analysis from a Canadian point of view and to contribute to the development of Canadian talent and culture. To achieve its mandate, the CBC/Radio-Canada produces, procures, and distributes Canadian programming in English, French and eight Indigenous languages and broadcasts a selection of programs around the world.

CBC/Radio-Canada is transforming the way it engages with Canadians in a rapidly changing environment by making the public broadcaster more local, more digital, and more ambitious in its Canadian programming. CBC/Radio-Canada will double its digital reach by 2020 so that 18 million Canadians, one out of two, will be using its digital services each month. This goal will be achieved, in part, through a digital-first approach to the delivery of local news and information.

As Chief Executive Officer (CEO) of the CBC/Radio-Canada, the President will lead the CBC/Radio-Canada in a rapidly changing environment, focus on its public mandate and ensure that it remains relevant to the next generation of Canadians and creators. The President is responsible for the overall direction and management of the corporation and is accountable to the Board of Directors for the efficient operation of the corporation in accordance with the priorities established by the Board and the governance principles of CBC/Radio-Canada. The President is accountable to Canadians for providing a high level of public service from coast to coast to coast. The President is responsible for ensuring that the corporation is nimble, innovative, and plays a vital role in Canadian democracy as a trusted provider of news and information.

Further details about the organization and its activities can be found on the [CBC/Radio-Canada's website](#).

Review of applications will begin on January 29, 2018. Candidates must apply online via the [Governor in Council Appointments website](#). Candidates are strongly encouraged to submit their applications by this date. After this date, your application will be retained and may be considered up until an appointment to the position is made. Your cover letter should be addressed to the Deputy Director of Selection Processes, Senior Personnel Secretariat, Privy Council Office, and should be sent only through the online application.

Salary Range: \$371,200 - \$436,700 (CEO 7)

Official Languages and Diversity

The Government of Canada will consider bilingual proficiency and diversity in assessing candidates for this position. You are therefore encouraged to include in your online profile your ability to speak and understand your second official language. Preference may be given to candidates who are members of one or more of the following groups: women, Indigenous peoples, persons with disabilities, and members of visible minorities.

To be considered for this position, please provide examples from your career that clearly demonstrate how you meet the following requirements in your application:

Education and Experience

A degree from a recognized university in a relevant field of study or an acceptable combination of equivalent education, job-related training and/or experience

Management experience at the senior executive level, involving the development and implementation of strategic initiatives, ideally acquired within a major private or public sector organization

Experience in strategic management, organizational change and management techniques which promote good governance and improve organization performance

Experience in serving on a board of a major private or public sector organization

Management experience in a unionized environment

Experience in the cultural sector, or the field of broadcasting, journalism, media, or production, information technology or multimedia or experience in the fields of government affairs or public affairs

Experience in the broadcasting industry or other cultural or digital media industries would be considered an asset and

Experience in dealing with the federal government, preferably with senior government officials, would be considered an asset.

If you are selected for an interview, the following criteria will be assessed:

Knowledge, Skills and Abilities

Knowledge of the mandate and activities of CBC/Radio-Canada as well as the legislative framework within which it operates

Financial literacy and knowledge of sound governance and management principles and practices, monitoring and evaluation of performance

Knowledge and understanding of Canada's economic, cultural and social fabric, the role of CBC/Radio-Canada as the national public broadcaster, and its financial and other accountabilities as a crown corporation

Knowledge and understanding of the Francophone, Anglophone and Indigenous cultures in Canada, and of regional realities in different parts of the country

Excellent understanding of international, social and economic trends the evolution in the consumption of information and entertainment by diverse audiences technological evolution related to digital the supporting environment of national creative content and how all of these relate to and impact the CBC/Radio-Canada and its digital future

Knowledge of the media environment and the emerging trends in broadcasting, as well as the challenges linked to increasing competition and technological changes within the industry

Superior communication skills, both oral and written, and the ability to manage communications with a variety of stakeholders

Superior ability to lead and manage the Corporation in carrying out its mandate in accordance with the *Broadcasting Act* and the parameters established by the Board

Ability to provide the corporate vision, realize its strategic direction and define its long-range priorities and strategies

Ability to lead and motivate the CBC/Radio-Canada employees and mobilize their energies and talents towards shared goals

Ability to position the organization to ensure that it meets the rapidly evolving broadcasting environment in a digital world and the changing needs of audiences and

Ability to develop, maintain and manage relationships with the Board of Directors, CBC/Radio-Canada partners including creators, government organizations, and stakeholders to establish effective relationships and networks to support creative and innovative partnerships and programming.

Language Requirements

Proficiency in both official languages is essential.

If you move on to the next stage of the selection process, we will contact your references to verify how you have demonstrated the Experience requirements and the following Personal Attributes in your current and recently held positions:

- Strategic and innovative leader
- High ethical standards and integrity
- Tact and diplomacy

-
- Sound judgment
 - Superior interpersonal skills
 - Collegiality

Eligibility Factors and Conditions of Employment

In your application, it will be important that you confirm you meet the following requirements:

A person is not eligible to be appointed as Director if the person is not a Canadian citizen who is ordinarily resident in Canada or if, directly or indirectly, as owner, shareholder, director, officer, partner or otherwise, the person: is engaged in the operation of a broadcasting undertaking; has any pecuniary or proprietary interest in a broadcasting undertaking or is principally engaged in the production or distribution of program material that is primarily intended for use by a broadcasting undertaking (statutory).

The Board of Directors meets at least six times per year in person and at least twice per year by telephone or videoconference. Meetings are held alternatively in Ottawa, Montreal and Toronto, as well once annually elsewhere in Canada in conjunction with the Annual Public Meeting.

Additional meetings by telephone or video conference may also be held during the year.

CBC/Radio-Canada headquarters are located in Ottawa. The President and CEO will be called to travel to several locations across Canada and more particularly to Montreal and Toronto on a regular basis, where the Corporation also has offices. The President and CEO has the option of residing in Ottawa, Montreal or Toronto.

If you are appointed to this position:

You must comply with the *Ethical and Political Activity Guidelines for Public Office Holders* throughout your appointment, as a term and condition of employment. The guidelines are available on the Governor in Council Appointments website, under [Forms and reference material](#).

You will be subject to the [Conflict of Interest Act](#). For more information, please visit the [Office of the Conflict of Interest and Ethics Commissioner's website](#).

A link to this notice will be placed in the *Canada Gazette* to assist the Governor in Council in identifying qualified candidates for this position. It is not, however, intended to be the sole means of recruitment.

A roster of qualified candidates may be established and may be used for similar opportunities.

Annex G: Notice of Opportunity - Chairperson

Appointment Opportunity

We know that our country is stronger — and our government more effective — when decision-makers reflect Canada's diversity. Moving forward, the Government of Canada will use an appointment process that is transparent and merit-based, strives for gender parity, and ensures that Indigenous Canadians and minority groups are properly represented in positions of leadership. We will continue to search for Canadians who reflect the values that we all embrace: inclusion, honesty, fiscal prudence, and generosity of spirit. Together, we will build a government as diverse as Canada.

The overarching goal of the Minister of Canadian Heritage is to implement the government's plan to strengthen our cultural and creative industries.

The Government of Canada is currently seeking applications from diverse and talented Canadians from across the country who are interested in the following position:

Chairperson (part-time position)

Canadian Broadcasting Corporation

The Canadian Broadcasting Corporation (CBC/Radio-Canada) is Canada's national public broadcaster and one of its largest cultural institutions. The mandate of CBC/Radio-Canada is to inform, enlighten and entertain; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; to offer local, national and international information and analysis from a Canadian point of view; and to contribute to the development of Canadian talent and culture. To achieve its mandate, the CBC/Radio-Canada produces, procures, and distributes Canadian programming in English, French and eight Indigenous languages and broadcasts a selection of programs around the world.

CBC/Radio-Canada is transforming the way it engages with Canadians in a rapidly changing environment by making the public broadcaster more local, more digital, and more ambitious in its Canadian programming. CBC/Radio-Canada will double its digital reach by 2020 so that 18 million Canadians, one out of two, will be using its digital services each month. This goal will be achieved, in part, through a digital-first approach to the delivery of local news and information.

The Board of Directors of the Corporation consists of twelve directors, including the Chairperson and the President. The Board has the overall stewardship of the Corporation and is expected to provide strategic guidance to management and to oversee the activities of the Corporation. It has a duty to act in the best interests of the Corporation and to exercise care and due diligence. The Board is also responsible to evaluate the performance of the Chief Executive Officer on an annual basis. The Chairperson is responsible for the proper conduct of the Board meetings in such a way that the Corporation carries out its mandate and objectives effectively, ensures good value for public funds, and holds management accountable for its performance.

Further details about the organization and its activities can be found on the [CBC/Radio-Canada's website](#).

Candidates must apply online by 11:59 p.m. Eastern Time on September 11, 2017, via the [Governor in Council Appointments website](#). Your cover letter should be addressed to the Assistant Secretary to the Cabinet (Senior Personnel), Privy Council Office, and should be sent only through the online application.

Per Diem: \$565 - \$665

Annual Retainer: \$14,500 - \$17,100

Official Languages and Diversity

The Government of Canada will consider bilingual proficiency and diversity in assessing candidates for this position. You are therefore encouraged to include in your online profile your ability to speak and understand your second official language. Preference may be given to candidates who are members of one or more of the following groups: women, Indigenous Canadians, persons with disabilities, and members of visible minorities.

To be considered for this position, please provide examples from your career that clearly demonstrate how you meet the following requirements in your application:

Education and Experience

A degree from a recognized university in a relevant field of study or an acceptable combination of equivalent education, job-related training and/or experience;

Experience serving on a board of Directors/Trustees of a major public and/or private corporation, preferably as Chairperson;

Experience at the senior management level within the private or public sector (preferably in a large organization) or dealing with senior-level subject-matter experts;

Experience in the development of strategies, objectives, plans, best business practices and in corporate governance;

Experience in the cultural sector, or the field of broadcasting, journalism, media, or production, information technology or multimedia; or experience in the fields of:

- communications or marketing;
- government affairs or public affairs;
- accounting or financial management;
- real estate or project management; or
- law; and

Experience in dealing with the Federal Government, preferably with senior government officials, would be considered an asset.

If you are selected for an interview, the following criteria will be assessed:

Knowledge, Skills and Abilities

Knowledge of the mandate and activities of CBC/Radio-Canada as well as the legislative framework within which it operates, and a good understanding of the Francophone, Anglophone and Indigenous cultures in Canada;

Knowledge and understanding of the respective roles and responsibilities of the Chairperson, the Board and the Chief Executive Officer of a Crown corporation, including the fundamental accountabilities to all Canadians;

Financial literacy and knowledge of sound corporate governance principles, strategic planning, monitoring and evaluation of performance;

Understanding of international, social and economic trends; the evolution in the consumption of information and entertainment by diverse audiences; technological evolution related to digital; the supporting environment of national creative content; and how all of these relate to and impact the CBC/Radio-Canada and its digital future;

Knowledge of the media environment and the emerging trends in broadcasting, as well as the challenges linked to increasing competition and technological changes within the industry;

Superior communication skills, both written and oral, and the ability to manage communications with a variety of stakeholders;

Superior leadership and management skills to enable the Board to accomplish its work effectively in carrying out its mandate in accordance with the *Broadcasting Act*;

Ability to lead strategic discussions, foster debate among Board members in a respectful meaningful and constructive manner, facilitate consensus and to manage conflicts, should they arise;

Ability to anticipate emerging issues and trends and develop strategies to enable the Board to seize opportunities and solve problems; and

Ability to develop and maintain strong and effective relationships with other Board members, the Corporation's management, the Minister of Canadian Heritage, the Minister's Office, the Deputy Minister of Canadian Heritage, and the Corporation's key stakeholders and partners.

Language Requirements

Proficiency in both official languages would be preferred.

If you move on to the next stage of the selection process, we will contact your references to verify how you have demonstrated the Experience requirements and the following Personal Attributes in your current and recently held positions:

- Strategic and innovative leader
- High ethical standards, integrity and impartiality
- Tact and diplomacy
- Sound judgment
- Superior interpersonal skills
- Collegiality

Eligibility Factors and Conditions of Employment

In your application, it will be important that you confirm you meet the following requirements:

A person is not eligible to be appointed as Director if the person is not a Canadian citizen who is ordinarily resident in Canada or if, directly or indirectly, as owner, shareholder, director, officer, partner or otherwise, the person:

- is engaged in the operation of a broadcasting undertaking;
- has any pecuniary or proprietary interest in a broadcasting undertaking; or
- is principally engaged in the production or distribution of program material that is primarily intended for use by a broadcasting undertaking (statutory).

The board of directors meets at least six times per year in person and at least twice per year by telephone or videoconference. Meetings are held alternatively in Ottawa, Montreal and Toronto, and once annually elsewhere in Canada in conjunction with the Annual Public Meeting.

Additional meetings by telephone or video conference may also be held during the year.

The Chair needs to be available between these meetings to deal with matters brought to the Chair for review or approval by the President and CEO, follow-up on Board items and have to conversations with the Board members, all as described in the Corporation's terms of reference for this position.

If you are appointed to this position:

You must comply with the *Ethical and Political Activity Guidelines for Public Office Holders* throughout your appointment as a term and condition of employment. The guidelines are available on the Governor in Council Appointments website, under [Forms and reference material](#).

You will be subject to the [Conflict of Interest Act](#). For more information, please visit the [Office of the Conflict of Interest and Ethics Commissioner's website](#).

A link to this notice will be placed in the *Canada Gazette* to assist the Governor in Council in identifying qualified candidates for this position. It is not, however, intended to be the sole means of recruitment.

A roster of qualified candidates may be established and may be used for similar opportunities.

Annex H: Notice of Opportunity - Directors

Appointment opportunities

We know that our country is stronger — and our government more effective — when decision-makers reflect Canada’s diversity. Moving forward, the Government of Canada will use an appointment process that is transparent and merit-based, strives for gender parity, and ensures that Indigenous Canadians and minority groups are properly represented in positions of leadership. We will continue to search for Canadians who reflect the values that we all embrace: inclusion, honesty, fiscal prudence, and generosity of spirit. Together, we will build a government as diverse as Canada.

The overarching goal of the Minister of Canadian Heritage is to implement the government’s plan to strengthen our cultural and creative industries.

The Government of Canada is currently seeking applications from diverse and talented Canadians from across the country who are interested in the following positions:

Directors (part-time positions)

Canadian Broadcasting Corporation

The Canadian Broadcasting Corporation (CBC/Radio-Canada) is Canada’s national public broadcaster and one of its largest cultural institutions. The mandate of CBC/Radio Canada is to inform, enlighten and entertain; to contribute to the development of a shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; to offer local, national and international information and analysis from a Canadian point of view; and to contribute to the development of Canadian talent and culture. To achieve its mandate, the CBC/Radio Canada produces, procures, and distributes Canadian programming in English, French and eight Aboriginal languages and broadcasts a selection of programs around the world.

CBC/Radio-Canada is transforming the way it engages with Canadians in a rapidly changing environment by making the public broadcaster more local, more digital, and more ambitious in its Canadian programming. CBC/Radio-Canada will double its digital reach by 2020 so that 18 million Canadians, one out of two, will be using its digital services each month. This goal will be achieved, in part, through a digital-first approach to the delivery of local news and information.

The Board has the overall stewardship of the Corporation and is expected to provide strategic guidance to management and to oversee the activities of the Corporation. It has a duty to act in the best interests of Canadians and of the Corporation, and to exercise care and due diligence. The Board is also responsible for evaluating the performance of the Chief Executive Officer on an annual basis.

Further details about the organization and its activities can be found on [CBC/Radio-Canada’s website](#).

Candidates must apply online by 11:59 p.m. Eastern Time on September 11, 2017, via the [Governor in Council Appointments website](#). Your cover letter should be addressed to the Assistant Secretary to the Cabinet (Senior Personnel), Privy Council Office, and should be sent only through the on-line application.

Official Languages and Diversity

The Government of Canada will consider bilingual proficiency and diversity in assessing candidates for these positions. You are therefore encouraged to include in your online profile your ability to speak and understand your second official language. Preference may be given to candidates who are members of one or more of the following groups: women, Indigenous Canadians, persons with disabilities, and members of visible minorities.

To be considered for one of these positions, please provide examples from your career that clearly demonstrate how you meet the following requirements in your application:

Education and Experience

A degree from a recognized university in a relevant field of study or an acceptable combination of equivalent education, job-related training and/or experience;

A degree in finance, accounting, law or public administration would be considered an asset;

Experience serving on, or working with, a Board of Directors of a public and/or private corporation;

Experience at the executive or senior management level within the private or public sector (preferably in a large organization) or in dealing with senior-level subject-matter experts would be considered an asset;

Demonstrated experience as an exceptional communicator, capable of inspiring staff or stakeholders;

Experience in the development of strategies, objectives, corporate plans, and best business practices; and

Experience in one or more of the following areas:

- the cultural sector, the field of broadcasting, journalism, media or production, information technology or multimedia, including digital innovation;
- communications or marketing;
- government affairs or public affairs;
- human resources or labour relations;
- accounting, financial management or financial risk; or
- real estate and project management or in legal practice.

If you are selected for an interview, the following criteria will be assessed:

Knowledge, Skills and Abilities

Knowledge of the mandate and activities of the Canadian Broadcasting Corporation (CBC/Radio-Canada) as well as the legislative framework within which it operates;

Knowledge of the roles and responsibilities of the Chairperson, the Board and the Chief Executive Officer;

Financial literacy and knowledge of sound corporate governance principles, strategic planning, monitoring and evaluation of performance;

Understanding of trends in digital technology and the evolution in the consumption of information and entertainment by diverse audiences; the public policy environment and objectives for public media organizations internationally; and how these relate to and impact the CBC/Radio-Canada;

Knowledge of the media environment and the emerging trends in broadcasting, as well as the challenges linked to increasing competition and technological changes within the industry would be considered an asset;

Superior communication skills, both written and oral;

Ability to engage in discussions and debate among Board members in a respectful, meaningful and constructive manner;

Ability to clearly communicate a forward-looking vision to a variety of stakeholders;

Ability to develop and maintain strong and effective relationships with other Board members and the Corporation's management;

Ability to influence the opinions and ideas of others, build consensus and gain approval for plans, programs and recommended courses of action; and

Ability to analyse complex issues, recognize and address emerging trends, to seize opportunities, and to advance ideas and innovation.

Language Requirements

Proficiency in both official languages would be preferred.

If you move on to the next stage of the selection process, we will contact your references to verify how you have demonstrated the Experience requirements and the following Personal Attributes in your current and recently held positions:

- High ethical standards and integrity
- Tact and diplomacy
- Sound judgment
- Superior interpersonal skills
- Strategic thinker
- Collegiality

Eligibility Factors and Conditions of Employment

In your application, it will be important that you confirm you meet the following requirements:

A person is not eligible to be appointed or to continue as a director if the person is not a Canadian citizen who is ordinarily resident in Canada or if, directly or indirectly, as owner, shareholder, director, officer, partner or otherwise, the person: is engaged in the operation of a broadcasting undertaking;

has any pecuniary or proprietary interest in a broadcasting undertaking; or is principally engaged in the production or distribution of program material that is primarily intended for use by a broadcasting undertaking (statutory).

The Board of Directors meets at least six times per year in person and at least twice per year by telephone or videoconference. Meetings are held alternatively in Ottawa, Montreal and Toronto, as well once annually elsewhere in Canada in conjunction with the Annual Public Meeting.

Additional meetings by telephone or video conference may also be held during the year.

If you are appointed to one of these positions:

You must comply with the *Ethical and Political Activity Guidelines for Public Office Holders* throughout your appointment, as a term and condition of employment. The guidelines are available on the Governor in Council Appointments website under [Forms and reference material](#).

You will be subject to the [Conflict of Interest Act](#). For more information, please visit the [Office of the Conflict of Interest and Ethics Commissioner's website](#).

A link to this notice will be placed in the *Canada Gazette* to assist the Governor in Council in identifying qualified candidates for these positions. It is not, however, intended to be the sole means of recruitment.

A roster of qualified candidates may be established and may be used for similar opportunities.

Annex I: Minister Joly Announces New Members of the CBC/Radio-Canada Board of Directors, December 18, 2017

News Release

From [Canadian Heritage](#)

GATINEAU, December 18, 2017

The Honourable Mélanie Joly, Minister of Canadian Heritage, today announced the appointment of five directors to the CBC/Radio-Canada Board of Directors. All mandates are for five years. The new members are:

– Harley Finkelstein (Ontario), mandate effective immediately

Mr. Finkelstein is an entrepreneur, lawyer and Chief Operating Officer for Shopify. He is a member of C100's Board of Directors and advises Felicis Ventures, which makes him involved in two organizations that promote innovation. Mr. Finkelstein was one of the dragons on CBC's *Next Gen Den*. He was a recipient of the Order of Ottawa in 2016 and recently received Canada's Top 40 Under 40 award.

– René Légère (New Brunswick), mandate effective immediately

Since 2009, Mr. Légère has been the Executive Director of the Aberdeen Cultural Centre in Moncton, New Brunswick—one of the most significant cultural organizations in Atlantic Canada. Over the last 30 years, Mr. Légère has collaborated with some 20 cultural, socio-political and community organizations as Secretary General of the Société Nationale de l'Acadie, President of the Board of Directors of the Association des radios communautaires acadiennes du Nouveau-Brunswick, and President of the Coalition pour une télévision de langue française en Acadie.

– Jennifer Moore Rattray (Manitoba), mandate effective February 5, 2018

Ms. Rattray is currently Manitoba Assistant Deputy Minister, Community Programs and Corporate Services, Department of Families. Previously, she was Associate Vice-President of Indigenous, Government and Community Affairs at the University of Winnipeg. Ms. Rattray is the recipient of the Queen Elizabeth Diamond Jubilee Medal. She is an award-winning journalist and member of the Peepeekisis First Nation.

– François R. Roy (Quebec), mandate effective February 5, 2018

Mr. Roy has extensive experience as a director and manager in the public and private sectors, as well as in higher education. He began his career at the Bank of Nova Scotia, where he held various positions in Canada and the United States, then worked at the Société générale de financement du Québec. He has also served as Chief Financial Officer of Quebecor, Telemedia and McGill University. He has been a corporate director since 1998 and sits on the boards of directors of the Caisse de dépôt et placement du Québec, Transcontinental and the Noranda Income Fund.

– Marie Wilson (Northwest Territories), mandate effective immediately

After a career spanning 35 years, including 20 years with CBC/Radio-Canada as an award-winning journalist, broadcaster and pioneer of daily television news service in Canada's North, Ms. Wilson was one of three Commissioners of the Truth and Reconciliation Commission of Canada (2009–15). She is currently a consultant in the field of reconciliation. She is the recipient of many awards, including the Order of Canada (2016) and the Queen Elizabeth II Diamond Jubilee Medal (2012).

CBC/Radio-Canada is Canada's national public broadcaster and one of the country's largest cultural institutions. CBC/Radio-Canada's mandate is to inform, enlighten and entertain; to contribute to the sharing of national consciousness and identity; to reflect Canada's regional and cultural diversity; to provide local, national and international information and analysis from a Canadian perspective; and to contribute to the development of talent and culture in Canada. To carry out this mandate, CBC/Radio-Canada produces, acquires and distributes Canadian programming in English, French and eight Aboriginal languages, and distributes a selection of programs around the world.

Quotes

"I am pleased to announce the appointment of these individuals to the CBC/Radio-Canada Board of Directors. These individuals with complementary experiences will support the CBC/Radio-Canada in providing great Canadian content and news across the country. With backgrounds and perspectives reflecting Canada's diversity, their in-depth knowledge of culture, broadcasting and digital technologies will be an asset as CBC/Radio-Canada continues to work to meet today's challenges. Through the efforts of the CBC/Radio-Canada Independent Advisory Committee on Appointments, these appointments are the result of an open, transparent, independent and merit-based selection process."

—The Honourable Mélanie Joly, Minister of Canadian Heritage

Quick Facts

Under the *Broadcasting Act*, CBC/Radio-Canada's Board of Directors is composed of 12 directors, including a chair and a chief executive officer appointed by the Governor in Council to hold office for a term not exceeding five years.

In 2016, the Government of Canada adopted a new approach to Governor-in-Council appointments. This approach respects the principle of gender balance and is based on an open, transparent and merit-based selection process. The government has implemented an appointment process for CBC/Radio-Canada's Board of Directors to ensure that the selection board is independent and the selection of candidates is open, transparent and merit-based.

The Independent Advisory Committee on Appointments to the CBC/Radio-Canada Board of Directors is an independent, non-partisan body. It conducts selection processes for Governor-in-Council appointments to the CBC/Radio-Canada Board of Directors in order to recommend qualified candidates to the Minister of Canadian Heritage for these appointments.

The Advisory Committee uses published merit criteria to identify Canadians who can make a significant contribution to the work of CBC/Radio-Canada's Board of Directors.

At the request of the Committee, the selection process will continue for the position of CEO. In order to allow the Committee to continue its selection process and as specified in the *Broadcasting Act*, the current CEO will continue in his role until the appointment of his replacement.

As they become available, all appointment opportunities within the 18 organizations in the Canadian Heritage Portfolio are posted on the Governor-in-Council Appointments website. Interested parties can [apply online](#).

As a Crown corporation in the Canadian Heritage Portfolio, CBC/Radio-Canada is an independent government agency and is responsible for its own day-to-day operations.

Annex J: Minister Joly Announces New Appointments to CBC/Radio-Canada, April 3, 2018

News release

From: Canadian Heritage

OTTAWA, April 3, 2018

Today, the Honourable Mélanie Joly, Minister of Canadian Heritage, announced the appointment of Catherine Tait to the position of President/Chief Executive Officer (CEO) of CBC/Radio-Canada. Minister Joly also announced the appointment of a new chairperson and three new directors to CBC/Radio-Canada's Board of Directors. All appointments have a five-year mandate.

Catherine Tait has been appointed to the position of President/CEO of CBC/Radio-Canada for a term of five years. A graduate of the University of Toronto, Boston University and the University of Paris, Ms. Tait has extensive leadership experience in film, television and digital-content business in Canada and abroad. She has worked in the independent film and television business for over 25 years as an entrepreneur, advisor and champion for Canadian content. She has worked alongside many leading Canadian cultural organizations and some of Canada's largest media and broadcasting companies, including Telefilm, the Canada Media Fund, CHUM, eONE, and DHX Media. She is a founding partner of Hollywood Suite, which has become the largest licensee of Canadian feature films in the country. Ms. Tait most recently served as President of Duopoly, an independent film, television and digital content company. In 2006, she founded iThentic, an award-winning digital content production and distribution company. She is also recognized for her experience as President and Chief Operating Officer of Salter Street Films.

Michael Goldbloom of Montréal has been appointed to the position of Chair of the Board of Directors. Mr. Goldbloom was the Principal and Vice-Chancellor of Bishop's University in Sherbrooke, Quebec, since 2008, and has significant media experience. He began his career as a journalist at The Gazette in Montréal. After working as a lawyer in private practice and then as President and Chief Executive Officer of the Montréal YMCA, he returned to The Montreal Gazette as its publisher, from 1994 to 2001. He also served as publisher of the Toronto Star from 2004 to 2006. Mr. Goldbloom has extensive governance experience. He is currently the Co-Chair of the Board of the McGill Institute for the Study of Canada. He has served as Chair of the Ville Marie Social Services Centre, the Fondation du YMCA du Grand Montréal and Selwyn House School.

Suzanne Guèvremont, also of Montréal, will be appointed to the position of Director. Ms. Guèvremont has worked in the field of digital media, culture and education for over 20 years. She has worked at Montréal's NAD École des arts numériques, de l'animation et du design for over 23 years; she began there as Director of Business Development, leading to her current position as the school's Director General.

Guillaume Aniorté has been appointed to the position of Director. An entrepreneur and a professional in the field of digital and media content, Mr. Aniorté has held numerous management and director positions in companies with an international focus. He previously held the position of Vice-President for Corporate and Strategic Development at Frima Studios in Montréal. Before that, he helped found Tribal Nova (now Houghton Mifflin Harcourt Company), a market leader in content, services and technology solutions related to the field of education. He resides in Montréal.

Sandra B. Singh of Vancouver, British-Columbia, has been appointed to the position of Director. Ms. Singh was recently appointed General Manager of Arts, Culture and Community Services with the City of Vancouver. She has a background in library and information leadership and worked as Chief Librarian at the Vancouver Public Library. In this position, Ms. Singh oversaw the implementation of significant changes in the field of digital transformation, creative technologies and public engagement.

These appointments were subject to the Government of Canada's open, transparent and merit-based selection process, which resulted in the identification of high-quality candidates who reflect Canada's diversity. These selections were guided by an Independent Advisory Committee chaired by Tom Clark. The Committee was a non-partisan body consisting of nine regionally diverse members representing various disciplines and reflecting Canada's diversity. Its mandate was to conduct selection processes to identify Canadians who could make a significant contribution to the work of the Board of Directors of CBC/Radio-Canada, thereby ensuring high-quality independent appointments made by the Governor in Council.

CBC/Radio-Canada is Canada's national public broadcaster and one of the country's largest cultural institutions. CBC/Radio-Canada's mandate is to inform, enlighten and entertain; to contribute to the sharing of national consciousness and identity; to reflect Canada's regional and cultural diversity; to provide local, national and international information and analysis from a Canadian perspective; and to contribute to the development of talent and culture in Canada. To carry out this mandate, CBC/Radio-Canada produces, acquires and distributes Canadian programming in English, French and eight Indigenous languages, and distributes a selection of programs around the world.

Quotes

"I am honoured to announce this significant milestone for our national broadcaster. With the appointment of Ms. Tait as President/CEO, we benefit from her depth of experience as an entrepreneur, business leader and lifelong champion for Canadian content. She is without question the right person for the job. I am excited for the energy, vision and leadership she will bring while she is at the helm of CBC/Radio-Canada."

—The Honourable Mélanie Joly, Minister of Canadian Heritage

"These new directors and chairperson bring with them the varied experience necessary to ensure that CBC/Radio-Canada's Board of Directors can provide the highest quality advice and leadership for our national broadcaster. Thanks to the invaluable advice provided on the appointment of these candidates by the Independent Advisory Committee, I am confident that CBC/Radio-Canada is in good hands."

—The Honourable Mélanie Joly, Minister of Canadian Heritage

"As the chairperson, I am very proud of the work of our independent and non-partisan committee. Our mandate—to conduct an independent selection process to find highly-qualified candidates to recommend to the Minister for the CEO position—has allowed us to meet some extraordinary Canadians who truly believe in CBC/Radio-Canada. We are at a critical juncture in the future of the national public broadcaster. This new CEO, Chair and Board will, in my opinion, be the most consequential in the history of CBC/Radio Canada, as they will not only carry on the task of modernizing for the digital age but will also be called on to reimagine the role of the national broadcaster in a rapidly changing communication landscape. I would like to thank the Minister for the

opportunity provided to us to serve as members of the Independent Advisory Committee and all the members for their time and dedication.”

—Tom Clark, Chair of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors

Quick facts

Catherine Tait is the first woman in the history of CBC/Radio-Canada to assume the role of President/CEO

In December 2017, Minister Joly announced the appointment of five Directors to the CBC/Radio-Canada Board of Directors, each for a mandate of five years. These Directors were Harley Finkelstein (Ontario), René Légère (New Brunswick), Jennifer Moore Rattray (Manitoba), François R. Roy (Quebec) and Marie Wilson (Northwest Territories).

Under the Broadcasting Act, CBC/Radio-Canada’s Board of Directors is composed of 12 directors, including a Chairperson and a President/Chief Executive Officer appointed by the Governor in Council to hold office for a term not exceeding five years. The Independent Advisory Committee is composed of nine interdisciplinary and regionally diverse members, including the Chair. They are Chair Tom Clark (Ontario), Prem Gill (British Columbia), Carolyn Warren (Alberta), Janelle Wookey (Manitoba), Colm Feore (Ontario), Marc Beaudet (Quebec), Monique Savoie (Quebec), Alanis Obomsawin (Quebec) and Éric Larocque (New Brunswick).

In 2016, the Government of Canada adopted a new approach to Governor-in-Council appointments. This approach respects the principle of diversity and is based on an open, transparent and merit-based selection process. It results in the recommendation of competent candidates who reflect Canadian diversity.

The Independent Advisory Committee on Appointments to the CBC/Radio-Canada Board of Directors is an independent, non-partisan body. It conducts selection processes for Governor-in-Council appointments to the CBC/Radio-Canada Board of Directors in order to recommend qualified candidates to the Minister of Canadian Heritage for these appointments.

The Advisory Committee used published merit criteria to identify Canadians who would make a significant contribution to the work of CBC/Radio-Canada’s Board of Directors.

As they become available, all appointment opportunities within the 18 organizations in the Canadian Heritage Portfolio are posted on the Governor-in-Council Appointments website. Interested parties can apply online

As a Crown corporation in the Canadian Heritage Portfolio, CBC/Radio-Canada is an independent government agency and is responsible for its own day-to-day operations.