

CBC/RADIO-CANADA DETAILED ACTION PLAN
to the recommendations of the Special Examination Report of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental/Organisation Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
32	The corporation should provide the board with a report at least once a year on its compliance with laws and regulations that are significant to its operations, and it should clarify the people or areas of the corporation with responsibility for monitoring compliance.	Agreed. The corporation will provide the board with a report on its compliance with those laws that are key to its operations. Internal responsibilities and compliance monitoring will be further specified and documented. The corporation expects to implement this process by the 2023–24 fiscal year.	Annual presentation to the Board on compliance with laws and regulations that are significant to its operations.	March 31, 2024	In consultation with the Corporation’s relevant stakeholders, a list of all significant laws and regulations is being developed. Each owner will periodically update the list to confirm compliance with significant laws and regulations. Starting in Q4 2023-24, the Audit Committee/ Board of Directors will be informed of our compliance status on a quarterly basis.	Miguel Baz Vice-President, Legal Services 514-984-3942	
37	The corporation should develop a complete human resources strategic plan, which would include a resourcing plan, an assessment of future needs, identification of gaps in staffing or skills, and monitoring procedures.	Agreed. The corporation continues to work on improving its human resources strategic planning through, amongst many initiatives, the multi-year implementation of a new human resources information system which will support its workforce planning. In the meantime, the corporation remains committed to modernizing its human resources processes, improving its employee experience and better reflecting diversity on-screen and off-screen. Documenting its workforce	Our goal is to develop a strategic workforce plan that meets future needs by using strategic scenarios and focuses on crucial workstreams/ roles. By providing a rational basis for prioritizing, developing and funding talent practices, we will be better equipped to address business priorities while reducing the risks associated with workforce capacity, capability and agility.	December 31, 2024	The Strategic Workforce Plan (SWP) is a key pillar of our People Strategy Framework that was developed in 2022-23. We have identified a cross-functional task force of People and Culture (P&C) and Finance representatives to help forecast the supply of talent in critical roles, identify gaps, develop action plans to address key talent risks and understand related costs.	Marco Dubé Vice-President, People and Culture (P&C) 613-288-6135	

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		<p>planning and longer term staffing needs will better position the corporation to continue adapting proactively to new market realities and trends. The workforce planning process documentation and related improvements are expected to be completed by the end of calendar year 2024.</p>	<p>The plan will include the following elements:</p> <ul style="list-style-type: none"> • Ability to respond to unforeseen events, market and economic pressures • Optimize the deployment of talents based on their skills, capabilities, and business needs to reduce unplanned costs • Improved understanding of talent implications for future projects • Invest in long-term sustainable skills development to increase employee retention, engagement and productivity. 		<p>The SWP Task Force will meet monthly to monitor the progress of the plan and related activities.</p>		
42	<p>The corporation should update its enterprise risk management policy to specify roles and responsibilities, designate risk owners, define risk appetite, set risk tolerances and targets, identify the process for escalating risks, and set out concrete actions to be taken along with timelines for results. Also, the corporation should make training on risk</p>	<p>Agreed. The corporation's enterprise risk management program is identifying, managing, and mitigating existing and emerging risks. Updating our policies to include and expand on these recommended attributes, making associated process changes, and refreshing training to the board and management will help enhance the program and ensure it aligns with contemporary practices. These updates are</p>	<p>Improving our enterprise risk management (ERM) framework by updating our policy, process and training will facilitate informed decision making in line with our risk appetite</p>	<p>Implementation to start in Q4 2024-2025 and cover the 2025-2026 fiscal year</p>	<p>Following the special examination and also an internal audit review, we will begin an enhancement project to the ERM program. Our current framework including our policy, processes, and tools, will be reviewed and we will benchmark our current state against best practices. A roadmap for improvement, incorporating all the recommended attributes, will be presented to and approved by our senior management team by the</p>	<p>Carol Najm Executive Vice-President & Chief Financial Officer 613-288-6044</p>	

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	management available to the board and management.	expected to be completed by the end of calendar year 2023.			end of the 2023-2024 fiscal year. Once approved, we will review and update our processes and consider new tools by the end of the 2024-2025 fiscal year. Communication and training will also be included. Finally, we will implement and use the new framework and the related processes for the 2025-2026 key risks inventory updates performed in Q4 2024-2025.		
45	The corporation should establish and follow clear procedures and guidelines for the testing of its disaster recovery and business continuity plans.	Agreed. Enhancing the corporation's procedures and guidelines for regular testing of its disaster recovery and business continuity plans will ensure that the corporation maintains its network availability and reliability. These procedures and guidelines are expected to be completed by the end of calendar year 2023.	<p>The final guidelines document the procedures and requirements in the preparation, execution and evaluation of business continuity and disaster recovery plan exercises.</p> <p>These guidelines are communicated to appropriate stakeholders.</p> <p>The application of the guidelines is monitored during each fiscal year. Key performance indicators are developed accordingly.</p> <p>Each quarter, all information about the listed activities is presented to the Executive Director of Governance and Engineering.</p>	The exercise plan and timeline will be completed by December 2023, and then communicated to the relevant stakeholders	<p>By September 2023, the process for preparing, executing, and evaluating exercises will be documented. Exercises will be scheduled by December 2023.</p> <p>Key performance indicators already monitor the status of business continuity and track the level of maturity of the disaster recovery plan. These indicators will be adjusted by March 2024.</p> <p>Information about these activities is presented to the Executive Director of Governance and Engineering on a quarterly basis. Reporting on specific exercises will be added to that process.</p>	Dan Boudreau Executive Vice-President Technology & Infrastructure 647-355-5501	

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			These guidelines are reviewed annually.		An annual review will take place during the second quarter of each fiscal year.		
49	The corporation should enhance its reporting to the board and senior management to identify clear timelines, responsible individuals, and deliverables for risk mitigation.	Agreed. Enhancing the corporation's internal reporting on risk mitigation activities will provide additional visibility for the board and senior management to help monitor progress on managing the residual risk within the business. These updates are expected to be completed by the end of calendar year 2023.	Following the framework review outlined in recommendation # 42 above, reports will be updated to align with best practices. The new reporting format will provide a better view and understanding of the key mitigating controls in place, the residual risk and the corresponding action plans and monitoring. By enhancing visibility, analysis and decision-making will be facilitated.	Throughout the 2025-2026 fiscal year	We will suggest a revised reporting format based on the benchmark activities outlined in recommendation #42 and identified process improvements. The report will evolve in stages as information becomes available regarding the process implemented to support data collection and input. The revised reporting template should be implemented by 2025-2026 fiscal year.	Carol Najm Executive Vice-President & Chief Financial Officer 613-288-6044	
68	The corporation should develop an overall statement of its desired culture, clearly defining the way that the desired culture relates to its approved values, and the way significant projects and initiatives will contribute to the desired culture, along with related timelines. The corporation should also establish how it will monitor and report on progress made toward its desired culture.	Agreed. The corporation's organizational culture is shaped by its corporate values: creativity, inclusiveness, relevance, and integrity. Due to the creative nature of its activities, the corporation benefits from a diversity of perspectives, including its linguistic and regional diversity. The corporation acknowledges that it would benefit from establishing a culture change framework which would bring together its corporate values and key culture change initiatives. The	In October 2022, the members of the Senior Executive Team (SET) developed a Culture Statement as well as the role that they would play in embodying and supporting the corporate culture as lived through the leadership competencies. This was based on the feedback that was collected from employees and leaders since 2020 (including Employee Experience Focus Groups, leader interviews, The Future of Work survey, the Employee Experience	December 31, 2024 (together with the launch of the new Strategic Plan)	Stakeholder consultation is underway. We have shared the Culture Statement with union leaders at the CREW (Culture, Recognition and Engagement in the Workplace), JEDI (Joint Equity, Diversity and Inclusion) working group meetings, and a cross-functional working group of leaders from across the business. Feedback from stakeholder consultations will be shared with	Marco Dubé Vice-President, People and Culture (P&C) 613-288-6135	

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		corporation expects to establish a culture change framework and develop a process to report and monitor it by the end of calendar year 2024.	survey and the Radio-Canada internal culture survey (DEVENIR).		SET to determine if they wish to make any refinements. It will also be shared with senior leaders at the Leaders' Forum in May 2023 for the purposes of ensuring a strong alignment between the strategic plan and our culture and inspiring Champions of Change. The Culture Statement will be rolled out with the new strategic plan.		
71	The corporation should include skills related to organizational culture and change leadership in the skills matrix for board members or in the expertise and profile sought for future board members.	Agreed. The Selection Criteria section of the Governance Guide will be updated to reflect organizational culture and change leadership as desired skills. The corporation expects to complete this update in the 2022–23 fiscal year.	Update the skills matrix and the governance guide to emphasize the importance of organizational culture and change management skills for Board members in the future.	December 31, 2023 Skills matrix amended (Completed)	The skills matrix has been updated. Work is underway to update the Governance guide by September 2023 once Board approval is obtained.	Miguel Baz Vice-President, Legal Services 514-984-3942	
74	The corporation should make comprehensive change leadership training available to senior management and board members.	Agreed. The corporation will introduce change management training for board members in the 2023–24 fiscal year. Change leadership training to the corporation's senior management is expected to be available by the 2024–25 fiscal year.	To support the development of the change management strategy, we will facilitate workshops on change management (e.g. development of the vision, focus groups, stakeholder analysis and engagement strategy,	March 31, 2024	The Talent Development and Organizational Effectiveness team will lead this work, in collaboration with Learning & Development. A project leader has been identified and planning is underway. Training is targeted for the Senior Executive Team and Board	Marco Dubé Vice-President, People and Culture (P&C) 613-288-6135	

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			development of the communication plan, etc.)		members. It will also be available to roll out to Senior Management Teams, as required.		
82	The corporation should require all its significant infrastructure and technology projects to follow project management principles. It should require such projects to follow a project management framework appropriate to the size, type, and complexity of each project; to develop a communications plan; and to review the realization of expected project benefits.	Agreed. Enhancing the project management framework for infrastructure and technology projects will allow the corporation to monitor the expected results, risks, and issues involved in carrying out those projects. This will also help ensure that expected results are achieved and aligned with the corporation's overall strategic objectives. At the time of reporting, the corporation was already in the process of enhancing the project management framework for technology and infrastructure projects. Work to address this recommendation will be delivered in several phases. The expected maturity level will be reached by the end of the 2024–25 fiscal year.	Infrastructure and technology projects are led by the T&I component and by both French and English Services' digital groups. The Corporation has determined that separate project management offices (PMOs) and frameworks will better meet the needs and specificities of each group's projects. As an example, the nature of digital product development is different, since shorter lifespans and audience-facing experiences require further nimbleness. However, the teams will collaborate and share their successes and lessons learned to improve the overall maturity of their respective frameworks. More specifically: - The T&I project management is supported by a project management framework that continuously improves and addresses knowledge management, training, tactical planning, and agile methodologies. The framework optimizes the use	The expected maturity level will be reached by March 31, 2025	In June 2023, a Request for proposal (RFP) will be initiated to assist CBC/Radio-Canada stakeholders in building the Projects Management Office of the future for the T&I component. The winning proponent of the RFP will provide final recommendations by December 2023. The T&I PMO office framework will be completed by April 2024. In the meantime, French and English Services' digital groups will continuously review and enhance their methodology by benchmarking with industry peers, and learning from past experiences both within the digital groups and T&I component. While regularly updating their tools and processes accordingly, the digital groups will provide training to ensure that their methodology remains up-to-date and in line with best practices.	Dan Boudreau Executive Vice-President Technology & Infrastructure 647-355-5501 Michel Bissonnette Executive Vice-President, French Services 514-597-3642 Barbara Williams Executive Vice-President, English Services 416-205-3121	

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			<p>of tools and is tailored to the diversity of projects within the T&I portfolio. The project delivery approaches include traditional methodologies like Waterfall as well as Agile or Scaled Agile, and a communication plan is deployed to keep stakeholders well-informed on project progress and the benefits of pursuing a greater maturity model.</p> <p>- French Services' digital group project management framework is based on Agile methodologies, such as Scrum and Kanban, which are flexible and adaptable to a wide range of project scenarios and emphasize regularly reviewing expected project benefits. The PMO mandate is to continuously improve the Agile framework, ensure team members are trained, and provide appropriate tools and processes for Agile project management to deliver projects on time, within budget, and with high-quality results.</p> <p>- English Services' digital group manages work through a planning cycle, with quarterly business reviews (QBRs) to progress and dependencies and weekly scrum meetings. The product development cycle includes</p>				

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			outlining the business need, technical feasibility, and usability assessment, design, integration, using Scrum and/or Kanban, testing, and change management to achieve market readiness.				
85	To manage limited resources and achieve its priorities, the corporation should establish enterprise-wide project governance mechanisms, including a requirement to assess the resource needs of each project, and mandatory monitoring and reporting on its entire portfolio of infrastructure and technology projects.	Agreed. Enhancing the corporation's infrastructure and technology project governance mechanisms will help monitor the progress and resource needs for major projects. At the time of reporting, the corporation was already in the process of enhancing the existing governance mechanisms. Work to address this recommendation will be delivered in several phases. The expected maturity level will be reached by the end of the 2024–25 fiscal year.	Our resource management activities are mainly aligned with our operating and capital budgeting and forecasting processes. In addition, each PMO uses different mechanisms to ensure proper resource management at an individual and portfolio level.	The expected maturity level will be reached by March 31, 2025	<p>The T&I governance framework for our Capital Plan Gating has been revamped, and we will continue to make ongoing improvements.</p> <p>In the second quarter of the fiscal year 2023-24, we will review our Project Intake process.</p> <p>By the third quarter of the fiscal year 2023-2024, we plan to implement standardization of both our Individual project steering and governance committees.</p> <p>Our cross-stakeholder portfolio reviews processes are currently in progress and will be refined through continuous improvement.</p> <p>We plan to have our Project Portfolio Capacity Governance in place by the beginning of 2024.</p> <p>The French Services' digital group is expanding his Capacity</p>	<p>Dan Boudreau Executive Vice-President Technology & Infrastructure 647-355-5501</p> <p>Michel Bissonnette Executive Vice-President, French Services 514-597-3642</p> <p>Barbara Williams Executive Vice-President, English Services 416-205-3121</p>	

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					<p>Management accountabilities by enhancing:</p> <ul style="list-style-type: none"> • Monitoring and analyzing resource utilization and performance to identify trends, issues, and potential bottlenecks • Planning and forecasting resource needs based on demand forecasts, roadmaps and business plans • Working with product owners, project managers and operations teams to ensure that capacity planning and management is integrated into project planning and execution. <p>The expected maturity level will be reached by the end of 2025.</p> <p>The English Services' Digital group will be designating a capacity management role to develop visibility in resourcing to be able to deliver on CBC priorities, harmonized priorities and T&I initiatives.</p> <p>The expected maturity level will be reached by the end of 2025.</p>		