Assessment of the Incumbent CEO

Future Competency Requirements

Submitted To:

The Board of Directors

CBC 2 Radio-Canada

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Submitted By:

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Overview of the Assignment

was engaged by the Board of CBC/Radio-Canada ("CBC") to assist in:

- 1. Determining the CEO competencies required to meet future challenges and achieve CBC's strategic plan;
- 2. Assessing the incumbent CEO relative to those competencies, and
- 3. Reaching a decision to recommend to the Government of Canada that either:
 - a. The employment contract of the incumbent CEO be extended, in which case a recommendation regarding the duration of the extension would also be made, or
 - b. A new CEO be recruited.

To accomplish these three tasks, worked with the Board to develop a list of the competencies deemed by the Board to be of greatest importance in fulfilling the role of CEO. These competencies were integrated with the five 'core competencies' set out by the Privy Council Office as being of fundamental importance in the role of CEO of any Crown corporation.

Independently, each Board Director then assessed the incumbent CEO relative to the competencies, and made a recommendation either: a) to extend the employment contract of the incumbent CEO, or b) to recruit a new CEO.

To ensure objectivity, the responses of each individual Director were kept in confidence by

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- 1. rated the incumbent CEO against the competencies that were deemed to be most relevant to the position of CEO of the CBC.
 - A summary of their ratings across all of the competencies is shown in the table below.
 - The detailed ratings of each competency are presented in the Appendix of this report.

RATING

- 2. independently recommended that the incumbent's employment contract be extended.
- 3. The amount by which the Directors recommended that the CEO's employment contract be extended ranged from years.

"The definitions of Ratings 1 through 5 are as follows:

- 1 = The incumbent CEO does not have this competency, and is unlikely to be able to acquire it.
- 2 = The incumbent CEO does not completely have this competency, but is able to acquire it.
- 3 = The incumbent CEO has this competency sufficiently.
- 4 = The incumbent CEO has this competency extraordinarily.
- 5 = I don't have enough knowledge to comment.

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Reasons for Extending the CEO's Contract

Each of the submitted a short statement citing the reasons underlying his or her recommendation to extend the incumbent CEO's employment contract. These are summarized as follows:

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APPENDIX: Summary of CEO Ratings vs. Competencies

The Directors' ratings of the incumbent CEO relative to each of the competencies are summarized in the following tables. Please note that, as stated in the summary, the ratings of 1 through 5 have the following meanings:

- 1 = The incumbent CEO does not have this competency, and is unlikely to be able to acquire it.
- 2 = The incumbent CEO does not completely have this competency, but is able to acquire it.
- 3 = The incumbent CEO has this competency sufficiently.
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- 5 = I don't have enough knowledge to comment.

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To what degree does the CEO have the ability to:

- Understand a situation or problem by identifying patterns or connections, and addressing key underlying issues. (Conceptual thinking includes organizing the parts of an issue or situation in a systematic way that leads to an innovative approach to problem solving. It includes the ability to "think outside the box", to go beyond the conventional, and a willingness to try out different solutions.)
- Apply analytical tools, including financial and accounting-based approaches, exercise sound judgment and make difficult decisions, on a timely basis, in an environment that at times has considerable ambiguity and uncertainty, while balancing public and private stakeholder interests and attending to CBC's objectives.
- Develop innovative approaches that create new areas for achieving common ground.

To what degree does the CEO have the ability to:

- Perform as a leader of a team or other group, and to mobilize people to work towards a shared purpose in the best interests of the organization, the shareholder and the Canadian public in general. (This also includes energizing and alerting individuals or groups to the need for specific changes in the way things are done, and involves taking responsibility for championing the change effort through building and maintaining support and commitment. Leadership can be broadly understood as formal or informal.)
- Create a vision and strategy that takes into account:
 - the obstacles to creating sustainable positive change in a large, geographically dispersed organization, and know how to create and enact strategies and policies for overcoming these obstacles.
 - the unique challenges of working with a heavily unionized workforce, and know how to create strategies for meeting those challenges, ideally through partnering, without compromising the organization economically.
- Lead the employees of the CBC by:
 - o recruiting, inspiring, developing and leading a highly effective bilingual senior executive team.
 - o Inspiring and leading a bilingual, unionized and diverse workforce.
 - Holding regular meetings with employees across the Corporation and the regions.
 - o Interacting credibly and effectively with federal supervisory government and parliamentary bodies, while demonstrating clarity, flexibility and accountability.
 - Developing contacts, partnerships and alliances with public and private sector leaders.

To what degree does the CEO have the ability to:

- Adapt and work effectively within a variety of situations, and with various individuals or groups. (Flexibility implies understanding and appreciating different and opposing perspectives on an issue, adapting one's approach as the requirements of a situation change, and changing and incorporating the changes in one's work.)
- Balance competing organizational requirements, cost considerations and employee perspectives
- Demonstrate sound logic, a practical approach, the ability to solve problems and think both strategically and tactically.

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To what degree is the CEO:

• Fluently bilingual.

To what degree does the CEO have the ability to:

- Be aware of how organizational issues, policies and decisions impact public interest/concerns, as well as sensitive to the differing needs/agendas of multiple stakeholders. (This also involves acting to persuade effectively, convince or influence others in order to have a specific impact or effect.)
- Understand the unique competitive and economic drivers of a large scale public broadcaster.
- Understand the public policy mandate, special considerations and constraints of a Crown corporation that provides a highly important and sensitive service to millions of Canadians.
- Understand how to create strategies and policies for influencing decision making within the Federal Government.
- Understand the fiduciary responsibilities to the shareholder, stakeholder and Canadian public in general as recipient of significant public funds.
- Create trust, respect and good will across a broad spectrum, even when not able to deliver on stakeholder requests.
- Build a strong, broad network of clients, stakeholders and thought-leaders and use that network to elicit intelligence to support policy and business decision-making as well as garner support for corporate direction.
- Manage a highly-visible institution that is constantly in the media and is subject to extensive public scrutiny.
- Engage the public discourse to defend the role of the public broadcaster and safeguard its journalistic, creative and programming independence.

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Listen, Understand and Respond

To what degree does the CEO have the ability to:

- Understand other people or situations. (This involves hearing and understanding not only spoken or written information, but also unspoken or partly expressed thoughts, feelings and concerns of others and responding appropriately and effectively. It measures increasing complexity and depth of understanding of others, and may include cross-cultural sensitivity.)
- Build consensus and create allies among those with either opposing or indifferent points of view when addressing issues of a material nature to the organization.
- Evaluate the needs of the public and of CBC's stakeholders regarding CBC's services.
- Constructively synthesize interests to move forward on shared objectives.
- Interact and communicate in a transparent and highly trustworthy manner, demonstrating to all audiences
 - o effective listening.
 - o empathy, openness and understanding.
 - o clarity of communication.
 - o tact, emotional control, respect and humility.

То	wha	t degree does the CEO have the ability to:				
		ter a strong commitment to internal controls and accountability throughout a large and erse organization.				
		Understand the financial management and accounting requirements of a federal Crown corporation.				
	Ens	sure accountability for people management among all levels of management.				
	Work and function effectively with the Board Chair and the Board.					
	Exe	ercise what is widely viewed as 'sound judgment' at the senior executive level.				
	Manage a corporation funded through a hybrid commercial/public appropriation funding model that requires a combination of skills related both to market discipline and public policy imperatives.					
		Know and understand technology in general, and engage in discussions involving new technologies and the benefits of new technologies relevant to the business of CBC.				
	Der	nonstrate through actions and reputation: Belief in CBC's Vision and Mission.				
	0	Respect for the shareholder and stakeholders.				
		Commitment to the sound functioning of CBC.				
		Fair-mindedness.				
	0	Visibility.				
	0	Availability.				
	0	Confidence and optimism.				
	0	Action-orientation.				

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Concluding Question Responses

If you recommended that the incumbent CEO's employment contract be extended, by how many years should it be extended?