



Government
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2023

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

Report commissioned by
The Department of Canadian Heritage

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Canada 

July 21, 2023

The Honourable Pablo Rodriguez, P.C., M.P.
Minister of Canadian Heritage
15 Eddy Street, 12th floor
Gatineau, Quebec J8X 4B5

Dear Minister:

In accordance with the mandate of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors, we hereby present the final report on the 2022-2023 part-time director process. This report includes information on the Committee's mandate, statistics on applications received, and recommendations for improving the process.

Thank you for the opportunity to serve on the Committee.

Charles Décarie
Chair, Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors

The members of the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors:

Paul Andrew	Michael Goldbloom
Cameron Bailey	Lisa Raitt
Françoise Enguehard	Monique Simard
Jocelyn Formsma	Jeremy Torrie
Prem Gill	

Attachment

Table of Contents

Introduction	4
Creation of the Committee	4
Candidate assessment process	5
Candidate statistics	5
Confidentiality and recommendation process	5
Committee comments and recommendations	5
Conclusion	6
Annex A: Terms of reference for the Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors	7
Annex B: News Release: Minister Rodriguez convenes Independent Advisory Committee to recommend qualified potential appointments to the CBC/Radio-Canada Board of Directors	10
Annex C: Biographies of the members - Independent Advisory Committee for Appointment to the CBC/Radio-Canada Board of Directors	12
Annex D: Notice of Appointment Opportunity: Director, Canadian Broadcasting Corporation	16

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

Introduction

This report has been prepared in accordance with the terms of reference ([Annex A](#)) of the Advisory Committee for Appointments to the Board of Directors of CBC/Radio-Canada (Committee), which stipulates that:

- Within three months after submitting the names of highly qualified candidates to the Minister of Canadian Heritage, 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 process, the execution of the Committee's mandate between December 1, 2022, and May 31, 2023, statistics on applications received, and members' recommendations for improving the process.

Creation of the Committee

The composition of the committee whose mandate was to conduct a selection process for appointments by the Governor in Council to the CBC/Radio-Canada Board of Directors, in order to provide the Minister of Canadian Heritage with recommendations of highly qualified candidates for these appointments, was announced on November 30, 2022 ([Annex B](#)).

The ten-member committee, including a chairperson, was made up of experts in broadcasting, digital technology, and cultural sectors from across the country. Members ([Annex C](#)) were appointed by the Minister of Canadian Heritage for a six-month term.

In December 2022, committee members attended an orientation meeting to get acquainted with one another, discuss the current composition of the Board of Directors and learn more about the Governor-in-Council appointment process. They then met virtually on several occasions to evaluate candidacies, conduct interviews and discuss reference checks.

The committee was supported by a secretariat at the Department of Canadian Heritage and an executive search firm.

Candidate assessment process

Interested candidates were asked to submit their applications in response to the Notice of Opportunity ([Annex D](#)) for the position of Director between February 2 and March 3, 2023.

Committee members conducted a review of the applications submitted, considering evaluation criteria, demographics and professional background. Following the evaluation of more than 273 applications received, 37 applications were retained by the committee, and 17 virtual interviews were held between April 28 and May 9, 2023. Third-party reference checks were carried out for successful candidates.

Candidate statistics

Of the 273 applications, 101 people identified as women, 89 as members of visible minorities, 16 as Indigenous and 13 as members of the 2SLGBTQI+ community.

Applications were received from the following provinces and territories: 120 from Ontario, 58 from Quebec, 38 from British Columbia, 20 from Alberta, 10 from Saskatchewan, 7 from Manitoba, 7 from Nova Scotia, 4 from New Brunswick, 4 from Newfoundland, 3 from Nunavut and 2 from outside Canada.

Confidentiality and recommendation process

Committee members ensure the confidentiality of all information they receive in the course of their duties and have signed a confidentiality agreement as a condition of their appointment. As a result, Committee members will not disclose any information about candidates.

The members drew up a list of qualified candidates and forwarded to the Minister of Canadian Heritage a file containing the list of recommended candidates, in alphabetical order, i.e., without rank or ranking. The file also included a brief biographical summary of each candidate to highlight the merits of those recommended, as well as the nomination documents provided by the candidates.

Committee comments and recommendations

Members felt that various information sessions on the CBC/Radio-Canada Board of Directors, the Governor-in-Council appointment process and bias in the evaluation of candidates were useful.

Recommendation #1: Continue to focus on preparing and sharing relevant information with members.

The simultaneous interpretation service enabled Committee members and selected candidates to participate fully in discussions in the official language of their choice, throughout the process.

Recommendation #2: Ensure that all documents are prepared in both official languages and provide simultaneous interpretation services for meetings and interviews.

Throughout the selection process, Committee members received comments from various people who care about the future of CBC/Radio-Canada regarding the length and complexity of the process. Indeed, selection processes can take several months to complete, and members fear that their recommendations will no longer be relevant if delays are unduly prolonged.

Recommendation #3: Provide more information about intentions in relation to appointments and conduct certain steps upstream so that members can focus on the ultimate evaluation of certain candidates deemed promising, and only when the need is imminent.

Conclusion

Committee members are delighted to have had the opportunity to participate in this initiative.

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

In 2015, the Government of Canada committed to reviewing the process by which members are appointed to the CBC/Radio-Canada Board of Directors to ensure independent, merit-based appointments.

Under the leadership of a nine-member non-partisan Independent Advisory Committee, three selection processes held in 2017-18 for the positions of Chairperson, President/Chief Executive Officer and directors resulted in the recommendation of highly qualified candidates while achieving gender parity and reflecting Canada's diversity.

Consistent with the government's approach in 2017-18, and in line with the Yale Report issued by the Broadcasting and Telecommunications Legislative Review Panel in January 2020, a ten-member non-partisan Advisory Committee is being established to conduct a new selection process for part-time directors.

Mandate

The Independent Advisory Committee for Appointments to the CBC/Radio-Canada Board of Directors is an independent and non-partisan body with a mandate to conduct a selection process for Governor in Council appointments and provide the Minister of Canadian Heritage with recommendations of highly qualified candidates for these appointments, while achieving gender parity and truly reflecting Canada's diversity.

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.

Composition of the Advisory Committee

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

The Advisory Committee is to consist of ten members, one of whom is to be named as Chairperson, 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 other equity-deserving groups.

While one member of this Advisory Committee will be the current Chairperson of CBC/Radio-Canada's Board of Directors, he will not be the Chairperson of this Committee.

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 or the Privy Council Office will be a member of the Advisory Committee.

Length of Terms

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

Remuneration

The Advisory Committee members are not paid for their time.

Support

The Advisory Committee will be supported by a Secretariat within the Department of Canadian Heritage and an executive search firm.

Recommendations

Where possible, the Advisory Committee will provide to the Minister a list of names of highly qualified candidates from across Canada from which to draw for current and future vacancies and end of terms.

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, achieving gender parity and truly reflecting Canada's diversity; 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.

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.

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.

Reporting

Within three months after submitting the names of highly qualified candidates to the Minister of Canadian Heritage, 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: News Release: Minister Rodriguez convenes Independent Advisory Committee to recommend qualified potential appointments to the CBC/Radio-Canada Board of Directors

GATINEAU, November 30, 2022

The Government of Canada is committed to ensuring that the process by which members are appointed to the CBC/Radio-Canada Board of Directors is independent, merit-based and results in the recommendation of high-quality candidates.

The Honourable Pablo Rodriguez, Minister of Canadian Heritage announced today the members of the newly reconstituted Independent Advisory Committee, which will recommend candidates for potential appointments to the CBC/Radio-Canada Board of Directors, as some current members of the board are now nearing the end of their mandate. This independent and non-partisan body has a mandate to conduct a selection process for Governor in Council appointments and provide the Minister of Canadian Heritage with recommendations of highly qualified candidates that respect gender parity and truly reflect Canada's diversity.

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.

The members of the Advisory Committee are:

- Charles Décarie, Quebec (Chairperson)
- Paul Andrew, Northwest Territories
- Cameron Bailey, Ontario
- Françoise Enguehard, Newfoundland and Labrador
- Jocelyn Formsma, Ontario
- Prem Gill, British Columbia
- Michael Goldbloom, Quebec
- The Honourable Lisa Raitt, P.C., Ontario
- Monique Simard, Quebec
- Jeremy Torrie, Manitoba

Under the leadership of the former non-partisan independent advisory committee established in 2017, three selection processes were held in 2017–18 for the positions of President/Chief Executive Officer, Chairperson and members of the board, and resulted in the recommendation of highly qualified candidates.

Quotes:

"I would like to thank all the members of the advisory committee for accepting this role. I am confident they will advise us in selecting the right people to guide our national

broadcaster. Canadians trust that the Board of Directors of CBC/Radio-Canada has a firm grasp on the ever-evolving broadcasting and digital environment. The advisory committee members will help us identify candidates that are the best in class and have a deep understanding of Canada as well as the broadcasting world.”

—The Honourable Pablo Rodriguez, Minister of Canadian Heritage

Quick facts:

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, contribute to the sharing of national consciousness and identity, reflect Canada’s regional and cultural diversity, provide local, national and international information and analysis from a Canadian perspective, and contribute to the development of talent and culture in Canada. To achieve 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.

Under the *Broadcasting Act*, the CBC/Radio-Canada Board of Directors, composed of 12 directors including a Chairperson and its President/Chief Executive Officer, are appointed by the Governor in Council and hold office for a term not exceeding five years.

In 2015, 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 high-quality candidates that reflect Canadian diversity.

As they become available, all appointment opportunities within the 16 organizations in the Canadian Heritage Portfolio are posted on the Governor in Council Appointments website. Those interested can apply online.

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

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

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.

CHAIR

Charles Décarie, Quebec

President and Chief Executive Officer of global leader in comedy, Just For Laughs, Charles Décarie has over 20 years of experience working in leadership positions across multiple sectors within the entertainment industry. In his current role, he is responsible for driving growth and international expansion across Just For Laughs' divisions – from festivals and live shows to digital TV production and content creation. He began his career at Deloitte Consulting where he advised numerous international organizations including Bombardier, Bell Canada, the Hong Kong Airport Authority and Canada's Department of National Defence. Subsequently, as Chief Operating Officer for Cirque du Soleil, he was instrumental in establishing the global brand, introducing touring shows in 200 different markets across five continents and establishing resident shows in both Las Vegas and Orlando, USA. He also has significant experience within the technology industry, having served as Chief Operating Officer for multi-sensory attraction developer, Triotech, prior to joining Just For Laughs.

MEMBERS

Paul Andrew, Northwest Territories

Paul Andrew was born in the Mackenzie Mountains and grew up in Fort Norman, now called Tulita. He is a resident of Yellowknife and is well known for his work in culture, residential school education and healing. He was first taken to a residential school at the age of 8 and spent a total of seven years there. He became Chief of Tulita at age 22 and had a 30-year career with the Canadian Broadcasting Corporation before his retirement. Paul Andrew has received numerous awards, including the Order of the Northwest Territories and a National Aboriginal Achievement Award.

Cameron Bailey, Ontario

Cameron Bailey is CEO of TIFF and the Toronto International Film Festival®. He is responsible for setting TIFF's strategic direction and leading its teams toward fulfilling TIFF's mission to transform the way people see the world through film. Bailey grew up in England and Barbados before migrating to Canada. He began his career as a film critic, then joined TIFF in 1990 as a seasonal programmer. At TIFF he headed the Festival's Perspective Canada program and founded its Planet Africa section in 1995. For 20 years he worked as both programmer and critic, contributing to Toronto's NOW magazine, CBC Radio One, and CTV's Canada AM. He has been published in The Globe and Mail, The Village Voice, and Screen, along with several books. In 2015, Bailey participated in CBC's Canada Reads competition, successfully championing Kim Thuy's novel *Ru*. Bailey has taught film curation at the University of Toronto and holds an honorary doctorate from Western University. He is a Chevalier in France's Order of Arts and Letters and is a member-at-large of the Academy of Motion Picture Arts and Sciences. For 10 consecutive years, (2012–2021), Toronto Life magazine has named him one of Toronto's 50 Most Influential People.

Françoise Enguehard, Newfoundland and Labrador

Born in Saint-Pierre and Miquelon, Françoise has been living in St. John's for almost 50 years. She is a journalist (formerly with Radio-Canada, now a columnist for *l'Acadie Nouvelle*), a recognized author, a volunteer in the Atlantic francophone community (President of the Société Nationale de l'Acadie from 2006 to 2012 and of the Fondation Nationale de l'Acadie from 2014 to 2018). She has led large-scale events, including the celebrations surrounding the 400th anniversary of Acadie and 500 years of presence in Newfoundland, in 2004, and in 2016, the Bicentennial celebrations of the return of the islands of Saint-Pierre and Miquelon to France. As head of her own company, VIVAT Communications, she specializes in communications.

Jocelyn Formsma, Ontario

Jocelyn Formsma is the Executive Director of the National Association of Friendship Centres (NAFC). Ms. Formsma is a member of the Moose Cree First Nation in Treaty #9 territory in Northern Ontario. She holds an Honours Bachelor of Social Sciences, a Juris Doctorate from the University of Ottawa and is called to the Bar of Ontario. Ms. Formsma has over 20 years of work and volunteer experience building strong relationships and advocacy with Indigenous peoples. She has worked in areas of social justice, media (radio and film), child welfare reform, youth engagement, and Indigenous children's rights with and for numerous Indigenous and First Nations organizations. In addition, Ms. Formsma serves as a Board Member for the Aboriginal Peoples Television Network, Board Member of the Indigenous Bar Association, a past Board Member of the National Indian Child Welfare Association, Founder of the Morningstar Fund and is an Advisor to the Ontario Indigenous Youth Partnership Project. As Executive Director, Ms. Formsma brings her legal training and passion for Access to Justice to her work with

Indigenous peoples in urban environments and the Friendship Centre Movement towards innovative, positive and effective systemic change for Indigenous peoples.

Prem Gill, British Columbia

With a career that began in television and broadcasting, Prem Gill, CEO of Creative BC, brings more than 25 years of national, international, private and public leadership experience across digital media, content creation and entertainment. As head of BC's economic development agency for the creative industries, her vision and strategy centre on sustainable sector growth, placing emphasis on collaborative solutions that address social inequity and the climate crisis.

Michael Goldbloom, Quebec

Michael Goldbloom was appointed as Chair of the CBC/Radio-Canada Board of Directors on April 3, 2018, for a five-year term. He began his career as a labour lawyer at Martineau Walker (now Fasken) in 1981, and has significant experience in Canada's news media industry, serving in the role of Publisher for both The Gazette in Montréal from 1994 to 2001 and the Toronto Star from 2004 to 2006. Mr. Goldbloom has been Principal and Vice-Chancellor of Bishop's University in Sherbrooke since 2008. He previously served as President and Chief Executive Officer of the YMCA de Montréal. He also served in a voluntary capacity as President of Alliance Quebec and Chair of the Board of Directors of the Ville Marie Social Services Centre, Selwyn House School and of the YMCA of Quebec Foundation. In December 2013, Mr. Goldbloom was appointed to the Order of Canada for his work building bridges between Montréal's English- and French-speaking communities. Mr. Goldbloom holds a Bachelor of Arts in Modern European History and Literature from Harvard University (1974), and a Bachelor of Civil Law (1978) and Common Law (1979) from McGill University.

The Honourable Lisa Raitt, P.C., Ontario

The Honourable Lisa Raitt joined CIBC Capital Markets in January 2020, having previously worked in both the public and private sectors. Ms. Raitt's current focus is on senior client coverage and business development with clients in the energy, infrastructure and industrial sectors, which align closely with her deep expertise. Prior to her current role, Ms. Raitt was the President and CEO of the Toronto Port Authority. She was elected to the House of Commons in 2008, where she went on to hold three senior portfolios serving as Minister of Natural Resources, Minister of Labour and Minister of Transport. Most recently, Ms. Raitt was the Deputy Leader of the Official Opposition and the Conservative Party of Canada. Ms. Raitt holds a Bachelor of Science degree from St. Francis Xavier University and a master's degree in Chemistry from the University of Guelph. She possesses an LL.B from Osgoode Hall Law School and was called to the Ontario bar in 1998. In 2020, Ms. Raitt was named a Woodrow Wilson Center Global Fellow of the Canada Institute.

Monique Simard, Quebec

Active in the cultural milieu for more than 25 years, first as an independent producer with more than 60 productions to her credit, Monique Simard was Director General of the NFB's French program (2008-2013) and then President and CEO of Sodec (2014-2018). In 2018, she was appointed by the federal government as a member of the Expert Panel for the Broadcasting and Telecommunications Law Review (Yale Report). Recognized in her field, she is regularly solicited for her expertise. In 2022, she is Chair of the Board of Directors of the Fonds Québecor, Chair of the Board of Directors of the Partenariat du Quartier des spectacles, as well as Chair of the Board of Directors of the Vitrine culturelle du Québec.

Jeremy Torrie, Manitoba

Jeremy/Waabishki Makwa is an Ojibwe from the Treaty 3 territory in Ontario. He is a pipe carrier, traditional drummer, and practitioner of Ojibwe ceremonies. For three decades he has worked to realize his path as the ancestors foretold at his birth -as an aadizookewinini (storyteller) through the mediums of film and television. Firmly established as a multi-award-winning writer, director, and producer, his stylistic vision is complemented by his pursuit of thought-provoking stories of (mostly) a spiritual nature for mainstream audiences. He believes his work in this life is to assist in elevating human consciousness. Exploring our human condition has taken Jeremy around the world including Iraq, Jordan, Greece, Italy, Bosnia, France, Germany, Austria, the UK and Ireland, New Zealand, Australia, Hawaii, Taiwan, Mexico, Chile, South Africa, and virtually every corner of Turtle Island. Jeremy is a CMPA member on various working committees including the REDIAC, Feature Film and Regulatory, and a member of the Director's Guild of Canada. He recently joined the CSC and their Diversity Committee to provide new opportunities for BIPOC communities in the camera department. He is the CSC's first Indigenous member.

Annex D: Notice of Appointment Opportunity: Director, Canadian Broadcasting Corporation

Portfolio: Canadian Heritage
Organization: Canadian Broadcasting Corporation
Position title: Director
Type: Part-time
Location: Across Canada
Application Review Date: March 3, 2023
Opportunity number: J0223-0166
Per diem: Established by by-laws

The Canadian Broadcasting Corporation (CBC/Radio-Canada) is Canada's national public broadcaster and one of its largest cultural institutions. It celebrates Canadian culture and supports democratic life. 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, CBC/Radio-Canada produces, procures, and distributes Canadian programming in English, French and eight Indigenous languages.

CBC/Radio-Canada is transforming the way it engages with Canadians in a rapidly changing environment by making the public broadcaster more digital and more ambitious in its Canadian programming. CBC/Radio-Canada is ensuring a space for Canada and Canadians in the digital world and wishes to increase and deepen audience engagement.

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.

The composition of CBC/Radio-Canada's Board of Directors should include representation of the geographical regions of Canada and maintain a balance of gender, cultural and linguistic representation to ensure that the Board represents the diversity of Canada's population and its regions.

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

Diversity and Official Languages

We are committed to providing a healthy and accessible workplace that supports one's dignity, self-esteem and the ability to work on one's full potential. With this in mind, all appointees will be expected to take steps to promote and maintain a healthy, respectful, inclusive and harassment-free work environment.

Preference may be given to applicants who are members of one or more of the following groups: women, Indigenous peoples, persons with disabilities, and members of a visible minority group.

The Government of Canada will consider bilingual proficiency and diversity in assessing applicants. You are therefore encouraged to include in your online profile your ability to speak and understand your second official language.

To be considered, please ensure that the information provided in your curriculum vitae and cover letter clearly demonstrate how you meet the following requirements:

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 professional accounting designation (CPA) would be considered an asset;
- A degree in finance, law or public administration would be considered an asset;
- Experience serving on, or working with, a board of directors/trustees of a major public and/or private corporation;
- Experience at the executive or senior management level within the private or public sector (preferably in a large and complex organization) or in dealing with senior-level subject-matter experts;
- Experience in the development of strategies, objectives, corporate plans, issues management 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, children's programming, information technology or multimedia, including digital innovation and transformation;
 - communications, marketing, government affairs or public affairs;
 - human resources, diversity, equity and inclusion and/or labour relations;
 - accounting, financial management or financial risk; or
 - real estate and project management or in legal practice.

If you move on to the next stage of the selection process, 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;
- Knowledge of the roles and responsibilities of the Chairperson, the board and the Chief Executive Officer of an organization of similar size and complexity;
- Financial literacy and knowledge of sound corporate governance principles, strategic planning, monitoring and evaluation of performance;
- Understanding of global, societal and economic trends, social justice, consumer interests, the federal government's policy framework, and how all of these relate to and impact CBC/Radio-Canada;
- 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 CBC/Radio-Canada;
- Understanding of the importance and way in which a public broadcasting or public institution can instill trust in with its audience;
- Knowledge of the media environment and the emerging trends in broadcasting, as well as the challenges linked to increasing competition, safety of journalists 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 develop and maintain strong and effective relationships with other board members and the Corporation's management;
- Ability to build consensus; and
- Ability to analyze 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 confirm that you meet the above selection criteria and that you possess the following Personal Attributes:

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

Eligibility Factors and Conditions of Employment

Appointees must comply with the Ethical and Political Activity Guidelines for Public Office Holders throughout their appointment as a term and condition of employment. The guidelines are available on the Governor in Council Appointments website under the Forms and reference material.

All appointees are subject to the *Conflict of Interest Act*. Public office holders appointed on a full-time basis must also submit to the Office of the Conflict of Interest and Ethics within 60 days of appointment, a confidential report in which they disclose all of their assets, liabilities and outside activities. For more information, please visit the Office of the Conflict of Interest and Ethics Commissioner's website.

Appointees must uphold the highest standards of probity and are expected to demonstrate behaviours in the workplace that afford respect, equality and dignity, to everyone they interact with at work at all times. The Values and Ethics Code for the Public Sector outlines the values and expected behaviours for public servants, including valuing diversity and creating workplaces free from harassment and discrimination. Governor in Council appointees are expected to uphold and respect these values and principles in a positive and active manner.

Appointees must be a Canadian citizen who is ordinarily resident in Canada (statutory).

Appointees must not (directly or indirectly, as owner, shareholder, director, officer, partner or otherwise) be engaged in the operation of a broadcasting undertaking; have any pecuniary or proprietary interest in a broadcasting undertaking; or are principally engaged in the production or distribution of program material that is primarily intended for use by a broadcasting undertaking (statutory).

Appointees must be willing to meet at least six times per year, as well as for additional meetings by telephone or videoconference as files evolve. Meetings are mostly held Monday to Friday, alternatively in Ottawa, Montreal and Toronto, but may also be held elsewhere in Canada.

Appointees must be available for a minimum annual time commitment of 25 days, which includes time for meetings, travel, preparation and training.

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

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

How to Apply

Review of applications (more information available [here](#)) will begin on March 3, 2023. Candidates are strongly encouraged to submit their application by this date, along with a resume and cover letter addressed to Odgers Berndtson firm. Applications will continue to be accepted after this date and may be considered up until an appointment to the position is made.