

Appendix D

Best Practices for Diversity in Private Radio

Best Practices

In order to situate private radio's best practices within the operations and market realities of the sector, the CAB has organized them into nine areas:

- 1) Industry Commitment
- 2) Application and Implementation
- 3) Corporate Accountability
- 4) Recruitment, Hiring, Retention
- 5) Internship, Mentoring and Scholarships
- 6) Programming
- 7) News and Information Programming
- 8) Community and Industry Outreach
- 9) Internal Communications

1) Industry Commitment

Best Practices

- 1.1 Canada's private radio broadcasters recognize that the provision of programming at the local and network level, which responds to listeners' needs and interests and includes the reflection of Canada's diversity on air.
- 1.2 Canada's private radio broadcasters are committed to achieving diversity both on-air and within the industry's workforce by:
 - (a) creating best practices and practical initiatives to improve the representation and ensure the fair, accurate and non-stereotypical portrayal and reflection of Canada's diversity on radio;
 - (b) ensuring an accepting, respectful and inclusive work environment, a representative workforce and a workplace where all employees experience fair treatment and equal opportunity for career advancement;
 - (c) identifying and removing barriers to access and employment within the broadcasting system; and
 - (d) by identifying the business opportunities associated with fostering an inclusive and diverse workforce and airing programming that attracts diverse audiences.

2) Application and Measurement

Given the diversity of the private radio broadcasting industry itself, it is incumbent upon individual radio broadcasters to develop the tools that will be most relevant for them, and to determine the most appropriate and effective ways to use these tools.

Best Practices

- 2.1 Private radio broadcasters will measure progress in achieving their diversity objectives.

3) Corporate Accountability

In order to ensure corporate commitment to diversity, this commitment must become an integrated part of corporate governance that is clearly evident to all employees.

Best Practices

- 3.1 A private radio broadcaster will formally articulate and demonstrate a corporate commitment to developing and maintaining an inclusive corporate culture that fosters and promotes diversity both on air and within the broader workforce.
- 3.2 A private radio broadcaster will develop and implement internal communication practices to ensure that all diversity policies and plans are communicated to management and staff.
- 3.3 A private radio broadcaster will ensure that all employees, both management and staff, agree to adhere to diversity policies and practices.
- 3.4 A private radio broadcaster will appoint or designate a senior executive to be responsible for the development, implementation and evaluation of diversity practices and initiatives for stations and/or services within their corporate group.
- 3.5 A private radio broadcaster will, where possible, incorporate diversity objectives within its business plans, at the departmental, divisional and/or corporate level.

- 3.6 A private radio broadcaster will, where possible, make accessible information on the implementation of diversity practices by posting on its website the company's corporate diversity plan.

4) Recruitment, Hiring and Retention

In matters relating to Human Resources, including policies/programs relating to recruitment, hiring and retention, it is imperative that HR staff be trained and educated on techniques that address cultural diversity.

For example, changes to interview techniques may be needed in order to accommodate employee candidates with culturally diverse backgrounds. Familiarity with non-Canadian education and training systems will enable HR staff to apply a broader perspective to the recruitment process.

Best Practices

- 4.1 A private radio broadcaster will ensure that all human resource policies clearly articulate its commitment to diversity.
- 4.2 A private radio broadcaster will review and eliminate on an ongoing basis all human resource policies and practices relating to recruitment, hiring and retention that act as systemic barriers.
- 4.3 A private radio broadcaster will develop and implement mechanisms that foster an inclusive and accepting work environment aimed at increasing workforce retention.
- 4.4 A private radio broadcaster will develop tactics and implement mechanisms aimed at attracting and recruiting a diverse employee base.
- 4.5 A private radio broadcaster will, where possible, place advertisements for employment opportunities beyond mainstream media by placing advertisements in media targeted to diverse communities.
- 4.6 A private radio broadcaster will ensure that employees responsible for hiring and managing staff are provided with training on systemic barriers.
- 4.7 A private radio broadcaster will monitor progress and assess the effectiveness of policies and initiatives in furthering diversity objectives.

5) Internship, Mentoring and Scholarships

Educational programs can be both local and national in scope, as a means of attracting maximum participation from the broadest range of Canada's diversity.

Best Practices

- 5.1 A private radio broadcaster will incorporate diversity plans into its internship programs where available.
- 5.2 A private radio broadcaster will clearly articulate its diversity practices and policies to educational institutions with which it has existing relationships.
- 5.3 A private radio broadcaster will examine internship, mentorship and other recruitment programs both for systemic barriers and effectiveness. Specifically, broadcasters will review selection criteria, outreach initiatives and communication tools for accessibility.
- 5.4 A private radio broadcaster will, where possible, work with industry associations and agencies to identify programs for training and recruitment to meet diversity objectives.

6) Programming

Best Practices

- 6.1 A private radio broadcaster will endeavour to fairly and accurately reflect the diversity of the audience and/or communities it serves in its programming.
- 6.2 In the commissioning, acquisition and/or development of programming, a private radio broadcaster will ensure where possible that programs reflect the diversity of the audiences the programming is directed to.
- 6.3 A private radio broadcaster will where possible, reflect the unique perspective and cultural background that on-air talent/producers bring.

7) News and Information Programming

In bringing the realities of community, country and the world to Canadians, news and information programming presents potentially the most sensitive of all Best Practices initiatives focusing on diversity in private radio.

It is pivotal that all newsroom professionals not only commit to diversity in the workplace, but also develop means for ensuring accurate reflection and portrayal of diverse groups. This means that newsroom culture must become well-versed in cultural diversity, in understanding vocabulary, culturally unique behaviours and other methods of communication.

Best Practices

- 7.1 A private radio broadcaster will commit to fair and accurate reflection and portrayal on-air by reviewing, developing and maintaining an editorial perspective and/or policy that advances its diversity objectives.
- 7.2 A private radio broadcaster will diversify its use of experts on air to include individuals from a broad range of diverse backgrounds.
- 7.3 A private radio broadcaster will ensure that experts and other on-air guests from diverse backgrounds are interviewed on-air with respect to a wide-range of public issues.
- 7.4 A private radio broadcaster will ensure that on-air news and information programming staff from diverse communities are assigned to a wide range of public issues.
- 7.5 A private radio broadcaster will develop and implement outreach initiatives to foster a better understanding among news and information programming staff about diverse communities.
- 7.6 A private radio broadcaster will ensure that news and information programming staff participate in the outreach initiatives of diverse communities.
- 7.7 A private radio broadcaster will consult with community leaders and issues experts, where appropriate, on issues such as ethnic or racial conflict and other diversity-sensitive issues.

8) Community and Industry Outreach

Connecting with a community is an extremely important measure in advancing diversity on private radio. Community Advisory Panels can serve as direct conduits to broadcasters and community-based activities. Panels can develop means to discuss or invite critical assessment of programming, company diversity initiatives and recommended methods of advancing both of these.

Best Practices

- 8.1 A private radio broadcaster will review, develop and implement community outreach and consultation practices as applicable (local, regional) to inform and be informed regarding issues concerning the representation, reflection and portrayal of diverse communities.
- 8.2 A private radio broadcaster will review its communications with its audiences with a view to eliminating systemic barriers.

9) Internal Communications

Best Practices

- 9.1 A private radio broadcaster will inform and communicate, on an ongoing basis, to management and staff, all diversity policies and practices adopted by its station(s).