

Report of the 8th HR Plenary Assembly EBU Headquarters, Geneva, 3 & 4 June 2010

A total of 43 HR Managers, Heads of Training, and International Relations Managers working for EBU Member organizations in 18 different countries attended the Eighth Plenary HR Assembly, held at EBU Headquarters in Geneva on 3 & 4 June 2010.

This year the main theme of the event was: "Added Value: How should Human Resources manage Change?"

Here are the highlights of the two days:

The speakers' full presentations are available on our main page.

Thursday 3 June 2010

9:30 – Opening and introduction of the HR Plenary Assembly

Bernard Broyet, the chairman of the Syndicat des Editeurs Publics de Programmes (SEPP) of France Télévisions and Chairman of the Steering Committee opened the assembly, welcoming delegates and thanking Frode Hvaring, the Head of HR at the EBU, and his team for organizing the meeting. In her introduction Ingrid Deltenre, EBU Director General, recommended attitudes to be adopted by HR managers faced with change in their organization:

- *Learn as much as you can from your experiences (learn from the best)*
- *Ensure stability, equal treatment, consistency and honesty so that the staff trust you*
- *Get involved in the whole process, provide your own know-how, communicate the problems that your organization must tackle, involve the staff and never underestimate the people working for you.*

10:00 – The issues and objectives of the merger-transformation of France Télévisions into a single company

Kim Pham, the deputy director general of France Télévisions, gave a presentation on the issues and objectives of the recent merger-transformation of France Télévisions into a single company. He stated that the three main elements for the success of this operation are:

- Maintain the right rythme: the change was implemented as quickly as possible, taking into account the French-style social dialogue
- Involve the managers: it was crucial to decide what could be communicated at each stage of the process and to whom it should be communicated in order to clearly designate and involve the future managers.
- Give meaning to this change: the objectives must be strategic and it is important to join forces to be more consistent and stronger.

10:30 – Changes and challenges at Estonian Public Broadcasting

Margus Allikmaa (ERR, Estonia), the Chairman of the Board, presented the merger of Estonian Radio and Television and explained how Estonian Public Broadcasting managed this change successfully. Without cutting any jobs, the management of Estonian Public Broadcasting succeeded in having staff accept a salary cut across the board without losing the trust of its staff. On the basis of this experience, Margus Allikmaa made the following recommendations for all managers facing a situation where they have to reduce salaries.

- Be proactive: do not wait until the events happen
- Manage costs: all costs should be approved in advance
- Delegate responsibilities and divide budgets between the departments
- Bring in the middle managers so that they are responsible for their budget
- Talk to people; a lack of information causes a lack of motivation
- Have a vision, put forward solutions: successful change management must include a plan
- Be honest: don't be afraid of being unpopular
- Protect production, protect the values, forget the non-essential elements
- Fight for your revenue – for funding and for other types of revenue

Change management: the experts

11:30 – Benchmarking

In his presentation on benchmarking the Swedish consultant Liam Ulvhag pointed out the three main types of motivation among managers.

1. Motivation linked to accomplishment, performance
2. Motivation linked to influence, having power
3. Motivation to create good relations with staff

12:00 – A broader vision

Jim Pulcrano, the Executive Director of IMD in Lausanne, brilliantly presented the topic of change management according to John Kotter, a professor at the Harvard Business School and author of the international best-seller *Leading Change*. It is important to recognize the need for change, define the right time for it and the players, and carry it through using one's network. The eight steps identified by John Kotter are as follows:

1. Create urgency (otherwise, why change?)
2. Form a powerful coalition (who needs to be convinced? The assets and liabilities in your network)
3. Create a vision for change (what is the penalty if the change doesn't happen?)
4. Communicate the vision (involve as many people as possible, find your slogan for change, give clues)
5. Remove obstacles (surround yourself with the support of leaders, reward progress and accomplishments)
6. Create and celebrate short-term wins (fix achievable goals and finalize each step)

7. Build on the change (visible results, set a fast pace)
8. Anchor the changes in corporate culture (reinforce the change by recruitment and promotion, valorize the members of your basic team, talk about the success stories, and ensure that everyone has a story to tell).

The Thursday afternoon was devoted to learning workshops on change management. Four groups of delegates were formed and facilitated by one of the speakers to work on the following topics:

1. The role and positioning of HR (facilitated by Liam Ulvhag)
2. How to measure HR's added value in change (facilitated by Frode Hvaring)
3. How to maintain know-how during change (facilitated by Nathalie Labourdette)
4. Creating a toolkit for change (animated by Allan Jones)

Friday 4 June 2010

9:30 – Feedback on last year's topic: collective bargaining agreements

Peter Fogelmarck, Head of Negotiations at Swedish Television, talked about the role of social dialogue and collective bargaining agreements in a crisis. He gave the following conclusions:

- The crisis has reinforced most social dialogue structures.
- Social dialogue has been an important factor in reducing the negative consequences of the crisis.
- Efforts to reinforce and build up the capacity of social partners should be stepped up.

10:30 – Reports on the four learning workshops on change management:

See our website for the reports on these workshops.

11:00 – Updates on EU Social Dialogue (Broadcasting Chapter)

Allan Jones, from the EBU Social Dialogue Committee, and Bernard Broyet, the chairman of SEPP, France Télévisions, provided an update on the social dialogue at the EU.

12:00 – Updates on offers from EBU Training

Nathalie Cordonnier, Project Manager at EBU Training, presented the training programmes the EBU offers to help Members face the challenges of the broadcasting market. Courses are provided in the following five sectors: Authoring & Programming, Digital Culture & Technologies, Safety & Security, News, Brand & Values. EBU Training offers several formats: Master Class, Master Course, Master School, Thematic visit, Workshop.

12:30 – Election of the members of the new steering committee

To elect two additional people to the steering committee, Bernard Broyet and Frode Hvaring put forward Stéphane Van Lierde, the HR Director General at RTBF in Belgium and Alie Horden, HR Director at NPO in the Netherlands. In addition, Bernard Broyet announced that he would be retiring from his job in the autumn and also from his position as *ad interim* chairman. The new chairperson would therefore be appointed from the members of the steering committee.

The Assembly approved the election of these two new members, so the Steering Committee now comprises the following people:

- Bernard Broyet, Radio France, France (the new chairman will be appointed in the autumn)
- Nela Gudelj, HRT, Croatia
- Ulla Hunting, STR/UR, Sweden
- Andreas Heindl, ORF, Austria
- Stéphane Van Lierde, RTBF, Belgium
- Alie Horden, HR Director at NPO, Netherlands
- Allan Jones, EBU, Switzerland, as the coordinator of the EBU Social Dialogue Committee

Plenary HR Assembly 2011

Frode Hvaring announced that the next Plenary HR Assembly would be held in Portugal in early June 2011. Delegates put forward ideas and suggestions on the event evaluation form. Having expressed thanks to the speakers, the organizing committee, the EBU HR Team, the interpreters and delegates, Bernard Broyet closed the meeting.
