

**Objective : Help us to think
about How to better organise
our HR strategies in order to
face the upcoming challenges**

**Objectif: Nous aider à réfléchir
sur les meilleurs moyens
d'organiser nos stratégies RH
pour répondre aux défis à venir**

EBU

OPERATING EUROVISION AND EURORADIO

**WHAT ARE THE
BIGGEST CHALLENGES
IN YOUR
ORGANISATION?**

**QUEL SONT LES PLUS
GROS DÉFIS DANS
VOTRE ORGANISATION?**

Challenges in:

- Governance
- Audience
- Technology
- Content/programming
- Leadership

Can HR do something about these challenges? Are they empowered to do something?

Défis :

- Gouvernance
- Audience
- Technologie
- Contenu/programmation
- Leadership

Les RH sont-ils en mesure d'apporter une solution à ces défis? Ont-ils les moyens de le faire?

BUZZ GROUP FINDINGS – BIGGEST CHALLENGES:

- Lack of mental change in the organisation (esp in Middle Management)
- Downsize
- Process Management and efficiency problems
- Scarcity of money and how to adjust to budget cuts
- Maintaining credibility in the future
- Finding new ways of producing
- Adjusting to technological changes: to look to new profiles
- Functions are more technical (in skills and competencies)
- If and How to shift from a Broadcast to a Broadband company
- Commercial competitors and internet
- How to monetize your offer
- To address the problem of Mindset (especially with regards to new skills, and the shift from State to public Broadcasting)
- Negotiations with Trade Unions (adapt the relationship)
- Problem of Management and Leadership at the top (fragmented & competencies)
- Costs of our own products is higher than elsewhere
- Demotivation of our staff (crisis, insecurity, etc.)
- Importance du domaine social (prend parfois le dessus sur les compétences et la performance) dans la gestion des effectifs (*importance of the social dimension - sometimes even taking precedence over skills & performance - in HR management*)
- Souci d'améliorer la qualité des RH (*need to improve quality of HR delivery*)
- Qualité du rendu / des programmes à l'antenne (*quality of programme delivery*)

Give one example each of an initiative or a project in HR that is (or has been) a success in tackling one of these challenges

Donner un exemple d'une initiative ou d'un projet RH qui a (ou a été) un succès dans la solution d'un de ces défis.



SOME INITIATIVES SHARED (NON EXHAUSTIVE LIST!)

- SR: Low turnover: so we work with the staff we have - Staff development
- ERNS: Uniformisation du système salarial (nomenclature simplifiée, grille salaires identiques) et un travail avec les partenaires sociaux. Résultat: Augmentation des salaires de 60% et une plus grande stabilité de l'emploi
- DR: a) Building our leadership: Strengthening top management, agreement and working together.
b) Engagement survey: trust improved
- ORF: Success on Leadership programme and Academy for Young employees
- RTVE: a) process automation /portal enhancement
b) Integrated TV & Radio facilities
c) Training scheme for Managers
- RTBF: a) Process & Organisation: creation of a new function in HR
b) Time management
c) Review selection process in view of new positions
- RTP: Implementation of a lean Project Management Office: to better coordinate the efforts and resources