

CZECH TV

HR BUSINESS PARTNERS – NEW WAYS OF WORKING

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Czech Television – General information



Česká televize

- A trial broadcast of **Czechoslovak TV** started 61 years ago on **May 1, 1953**
- **Czech TV** was established on **1st January 1992**, based on the Czech TV Act
- Organizational units – TV studios: **Prague, Brno and Ostrava 2.917 employees**
- Active member in **EBU, BFA, Circom, EGTA, EDN, IMZ, PBI, Euronews** etc.
- Cooperation with other EBU members especially with: TVP Poland, MTVA Hungary, RTVS Slovakia, ARD, ZDF, MDR Germany, ORF Austria, RTR Russia
- Czech TV arranges EBU events e.g. Technical Assembly (June), Finance Assembly (September), General Assembly (June 2015)
- Czech TV actively cooperates with Universities and High schools to provide work experience to students and attract best graduates on the market



ČT 1 (HD) is a family-oriented channel showing original Czech movies, series, entertainment and lifestyle



ČT 2 (HD) broadcasts documentaries, nature-oriented shows and foreign films



ČT 24 is a 24-hour news channel offering hot news and extended economic, regional and cultural news



ČT sport (HD) broadcasts world, European and Czech sports events



ČT :D (06:00 – 20:00) is an upcoming children's entertainment and education channel
(*launch 31. 8. 2013*)



ČT art (20:00 – 02:00) focusing on culture, theater, literature, operas, music, art films etc.
(*launch 31. 8. 2013*)

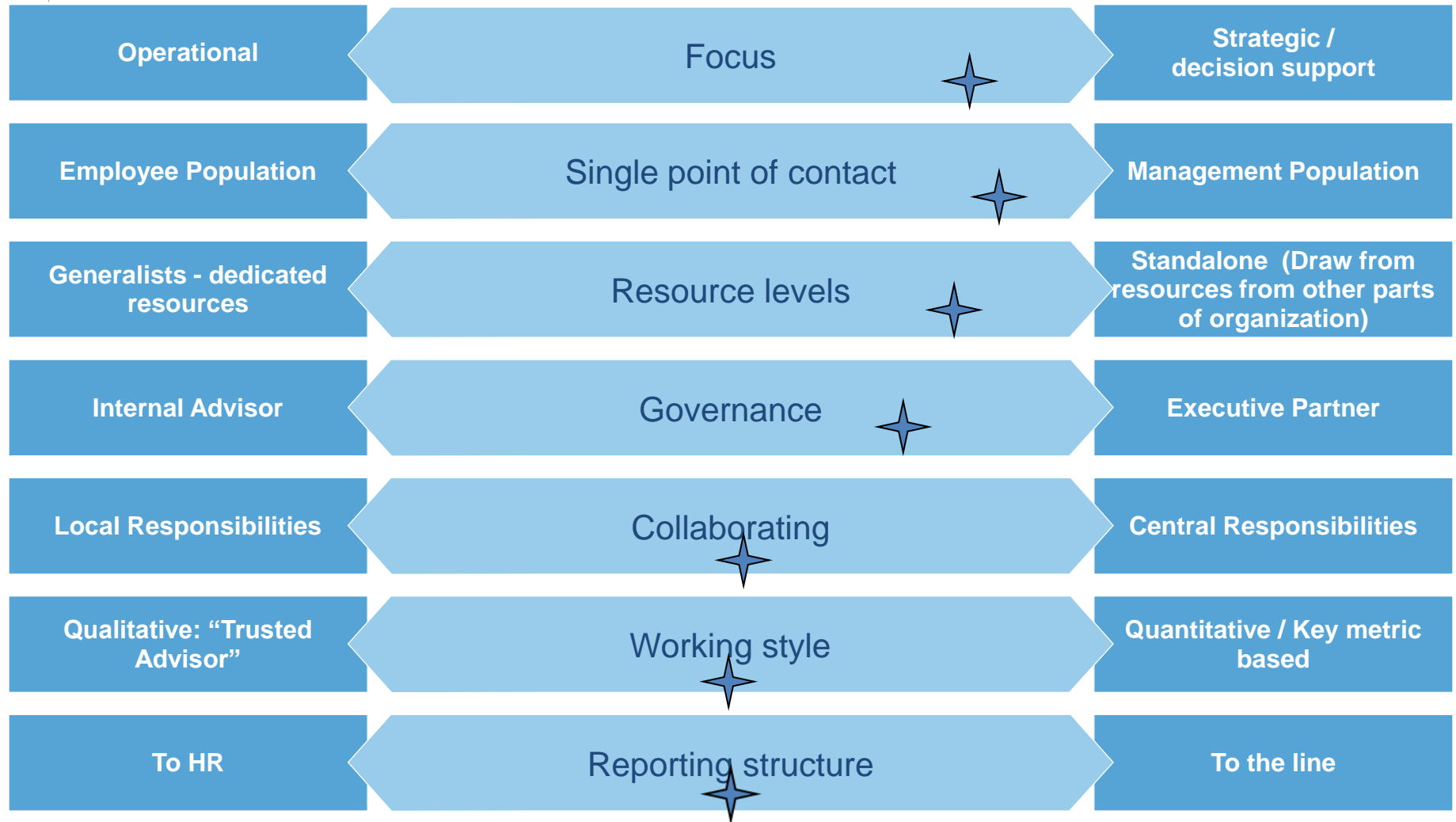


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Business partnering – general principles



Česká televize



Four roles HR Business Partners plays



Česká televize

HRBP activities include strategic partnering, operations management, employee mediation, and emergency response

Strategic Partner

SP

HRBP Strategic Partner Activities

- Adjusting HR strategies to respond to changing needs
- Developing the next generation of leaders
- Identifying critical HR metrics
- Identifying new business strategies and opportunities
- Talent management across the organisation
- Prioritizing across HR needs
- Redesigning organizational structures

Operations Manager

OM

HRBP Operations Manager Activities

- Assessing employee attitudes
- Communicating organizational culture to employees
- Communicating policies and procedures to employees
- Ensuring HR programs are aligned with long term strategy
- Keeping the line managers updated on HR initiatives

Emergency Responder **ER**

HRBP Emergency Responder Activities

- Preparing for different situations
- Quickly responding to complaints
- Quickly responding to line manager questions
- Responding to employee needs
- Responding to manager needs

Employee Mediator **EM**

HRBP Employee Mediator Activities

- Managing competing personalities in the organization
- Managing conflict between employees
- Managing conflict between managers
- Responding to organizational changes

Cooperation within HR department and managers/employees **BEFORE** org. changes

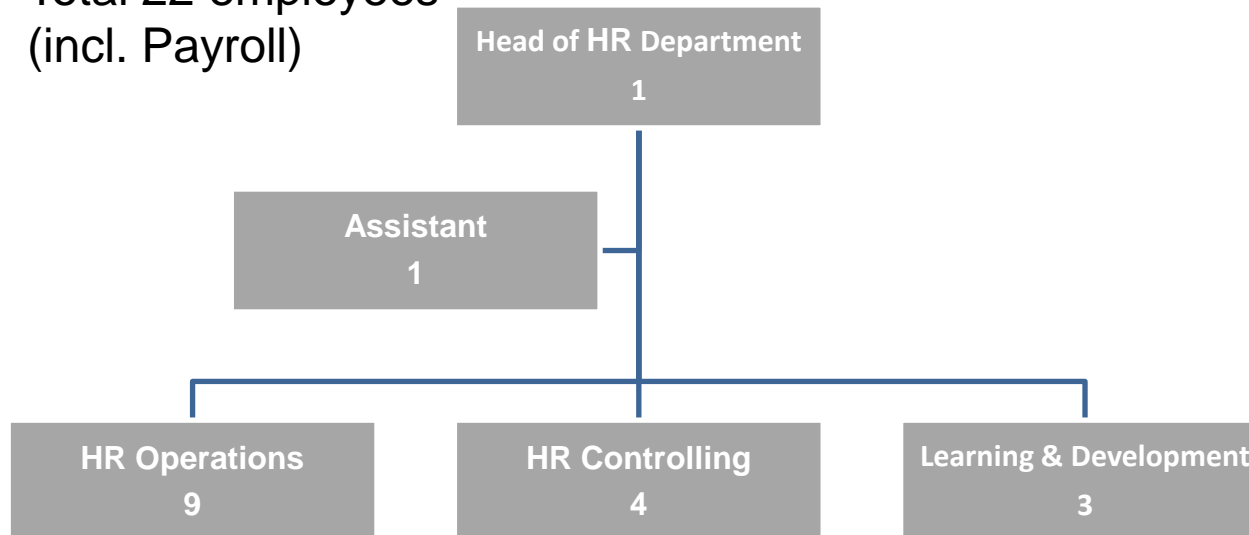


Česká televize

- No clear responsibilities within HR team
- Decentralized HR organizational structure
- No single point of contact for management
- Too many employees connected to one process



Total 22 employees
(incl. Payroll)



Payroll was part of
Finance division
(Accountancy)



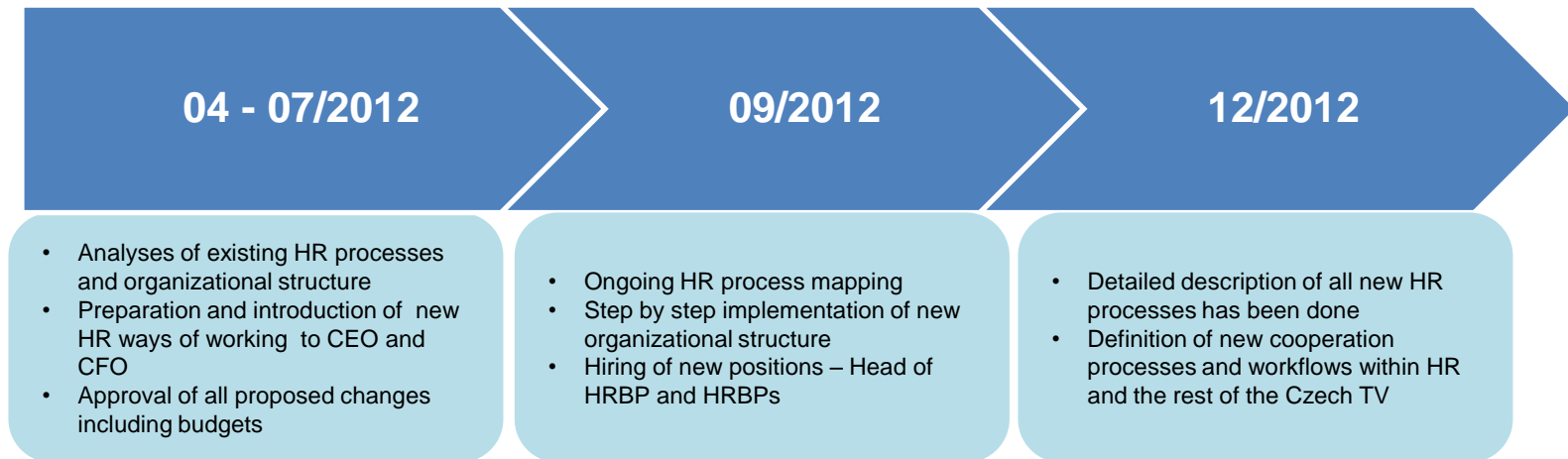
Financial specialists within org.
Units dealing with management of
HR issues

EBU

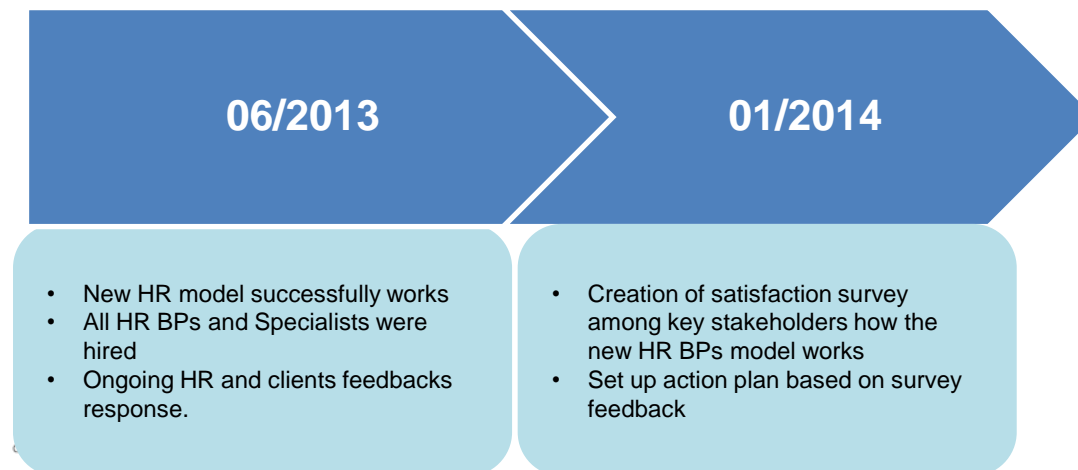
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Time plan of implementation HR BP model key milestones

Preparation phase



Final phase



HR BP organization structure and responsibilities for client groups



HR BPs role

- Clear responsibility for TV Units (management level CEO -1,2,3)
- Each HR BP is responsible for approximately **800 employees and almost 130 managers (CEO -1, -2, -3)**
- Leading and participation in HR projects

HR Specialists role

- Subject specialist for HR areas (recruitment, training, etc.)
- Support for HR BPs
- Participation in HR projects

Cooperation within HR department and managers/employees **AFTER** org. changes

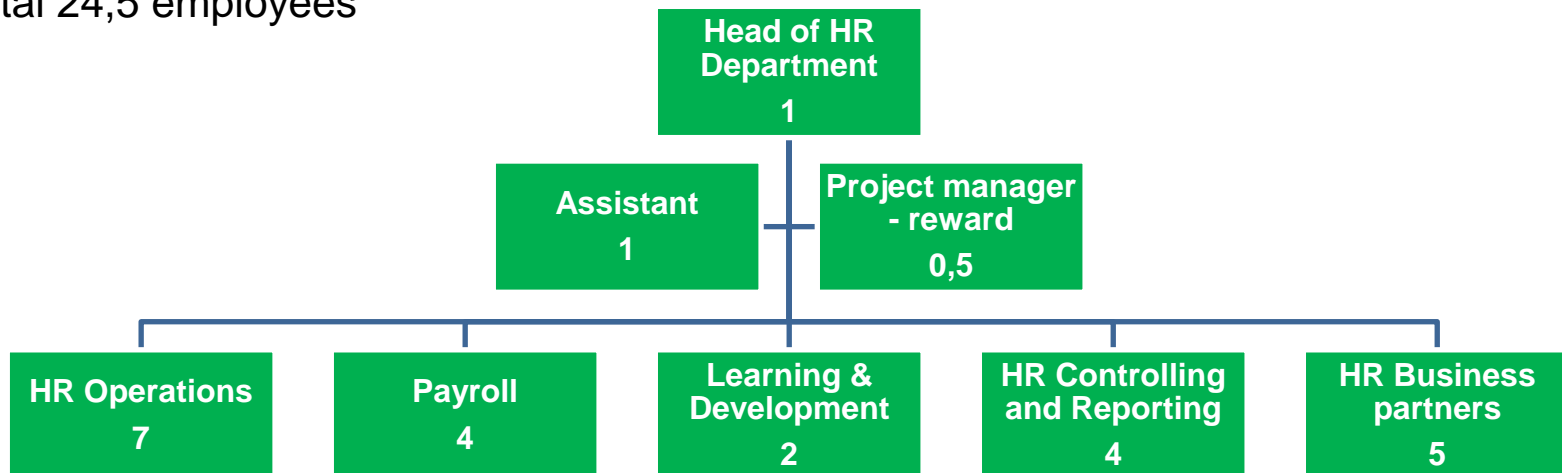


Česká televize

- All employees are aware who to contact within HR team
- Single point of contact for management
- Clear responsibilities within HR
- Clearly defined roles within HR team



Total 24,5 employees



Feedback – Internal survey of satisfaction with HR BPs model

1. Data input



Respondents (CEO -1, CEO -2, CEO -3):
in total **62 directors and managers**

Response rate **74% (46 responses)**.

2. Questionnaire - evaluation



HR management

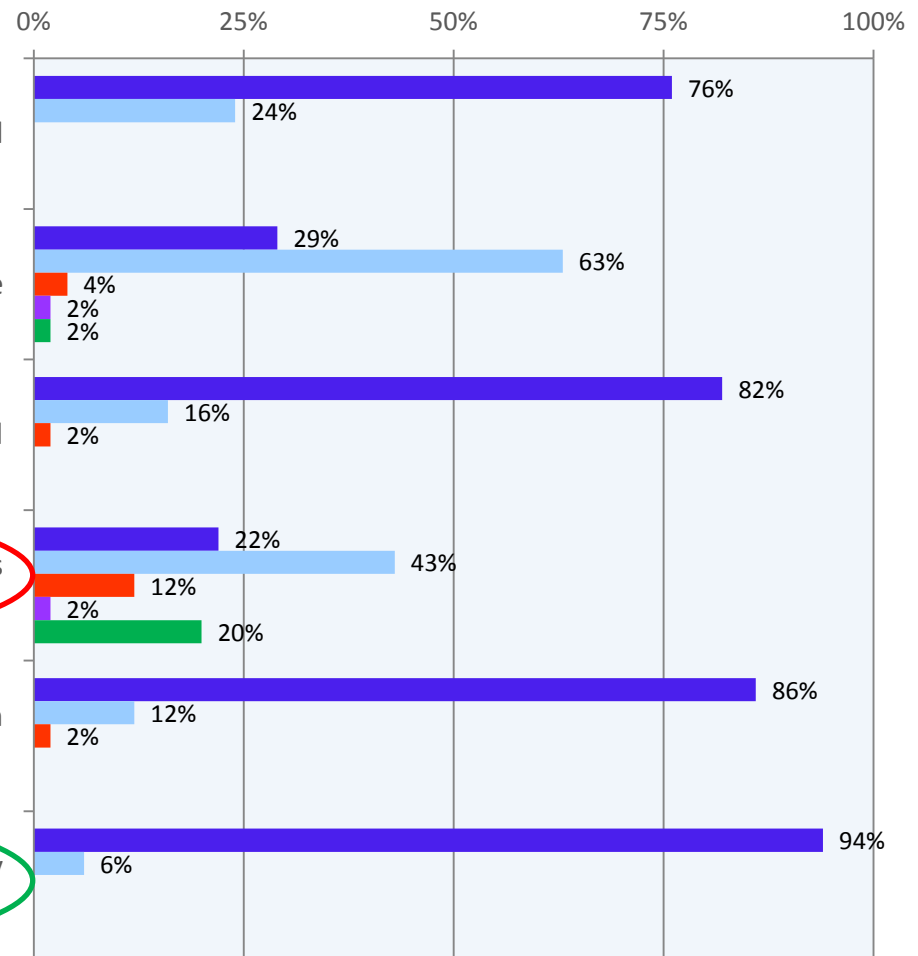
HRBP cooperation evaluation

HRBP work in the specific areas

HR MANAGEMENT



Česká televize

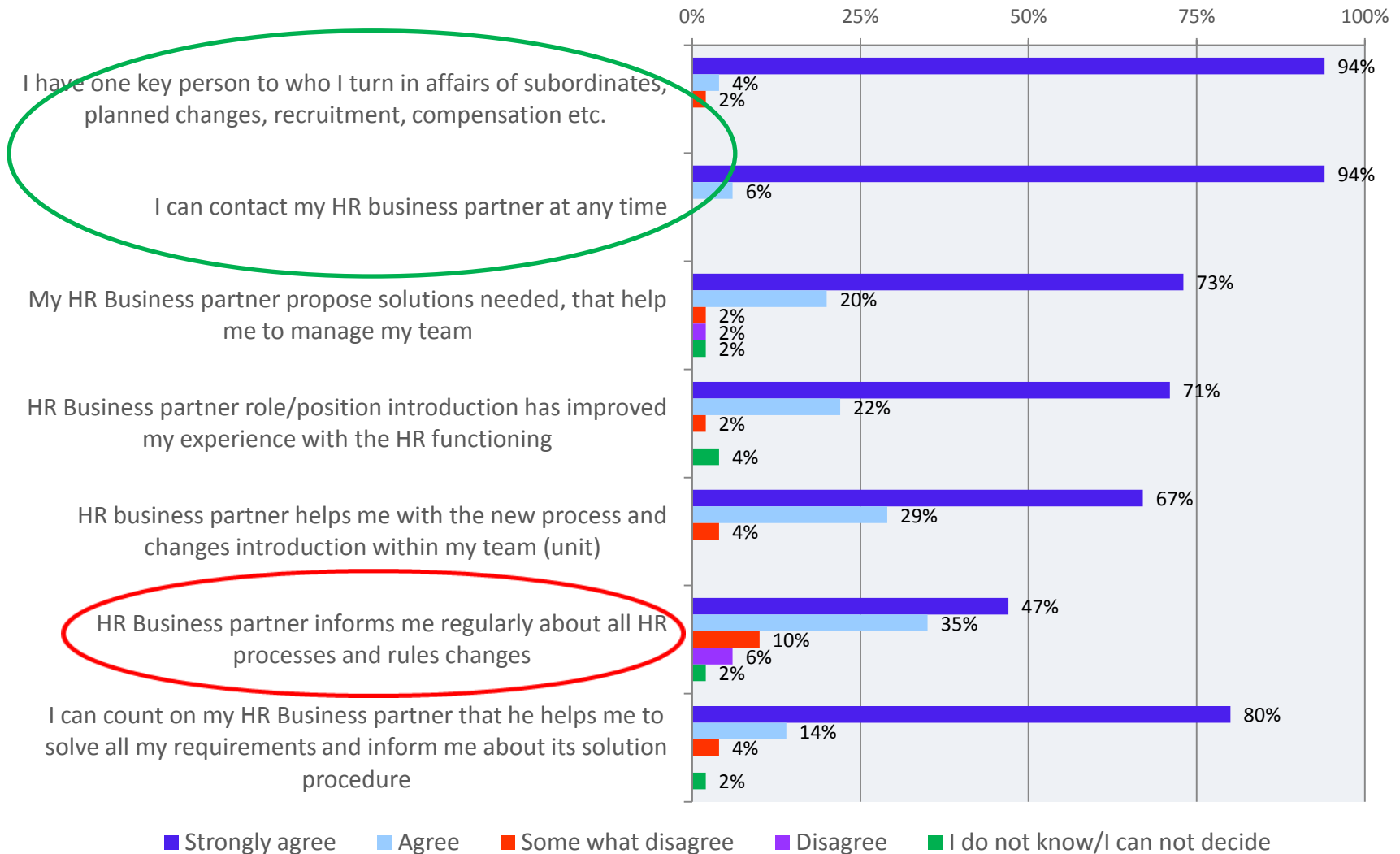


■ Strongly agree ■ Agree ■ Some what disagree ■ Disagree ■ I do not know/I can not decide

HRBP cooperation evaluation



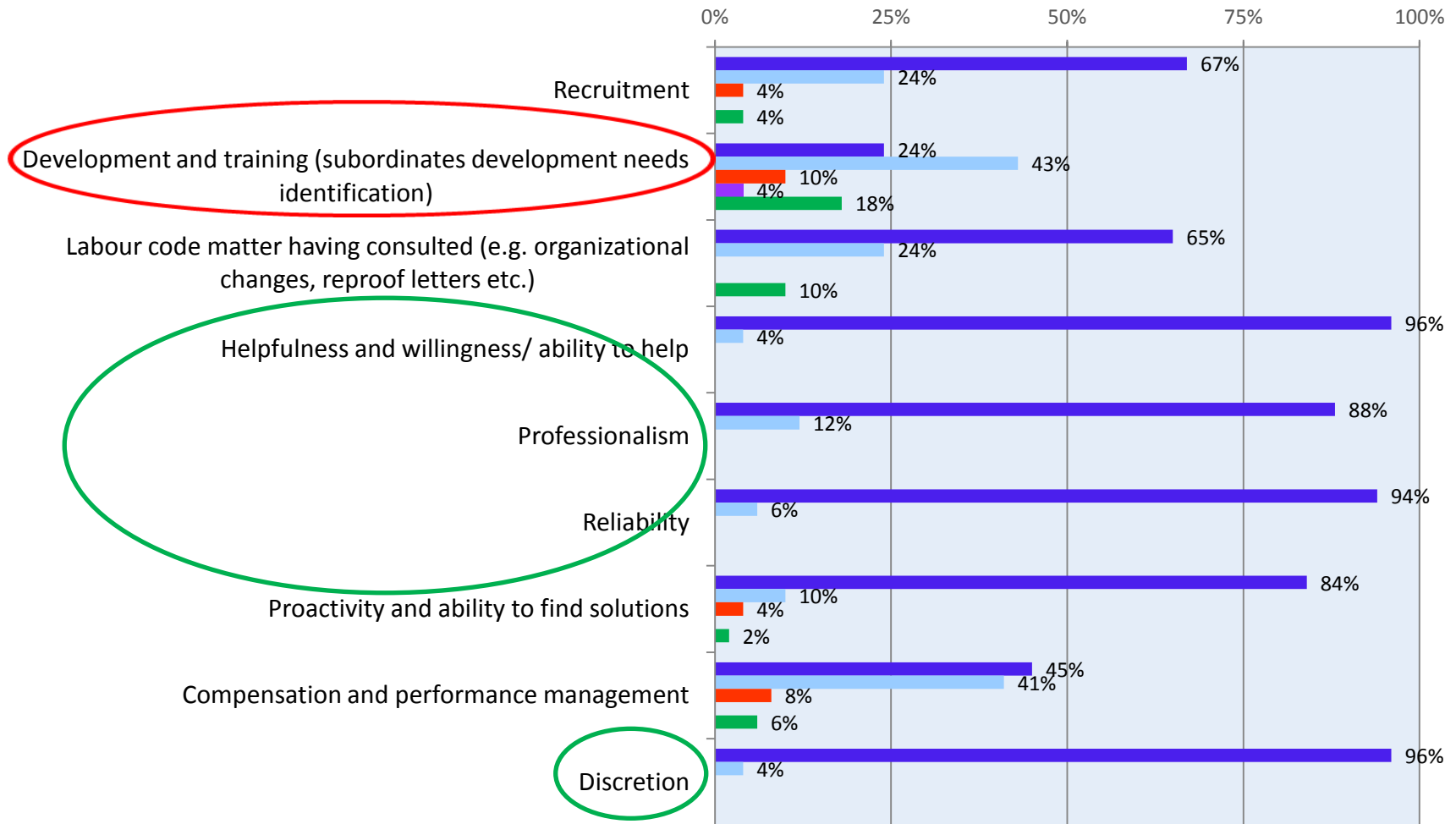
Česká televize



HRBP work in the specific areas



Česká televize



Strongly satisfied

Satisfied

Some what dissatisfied

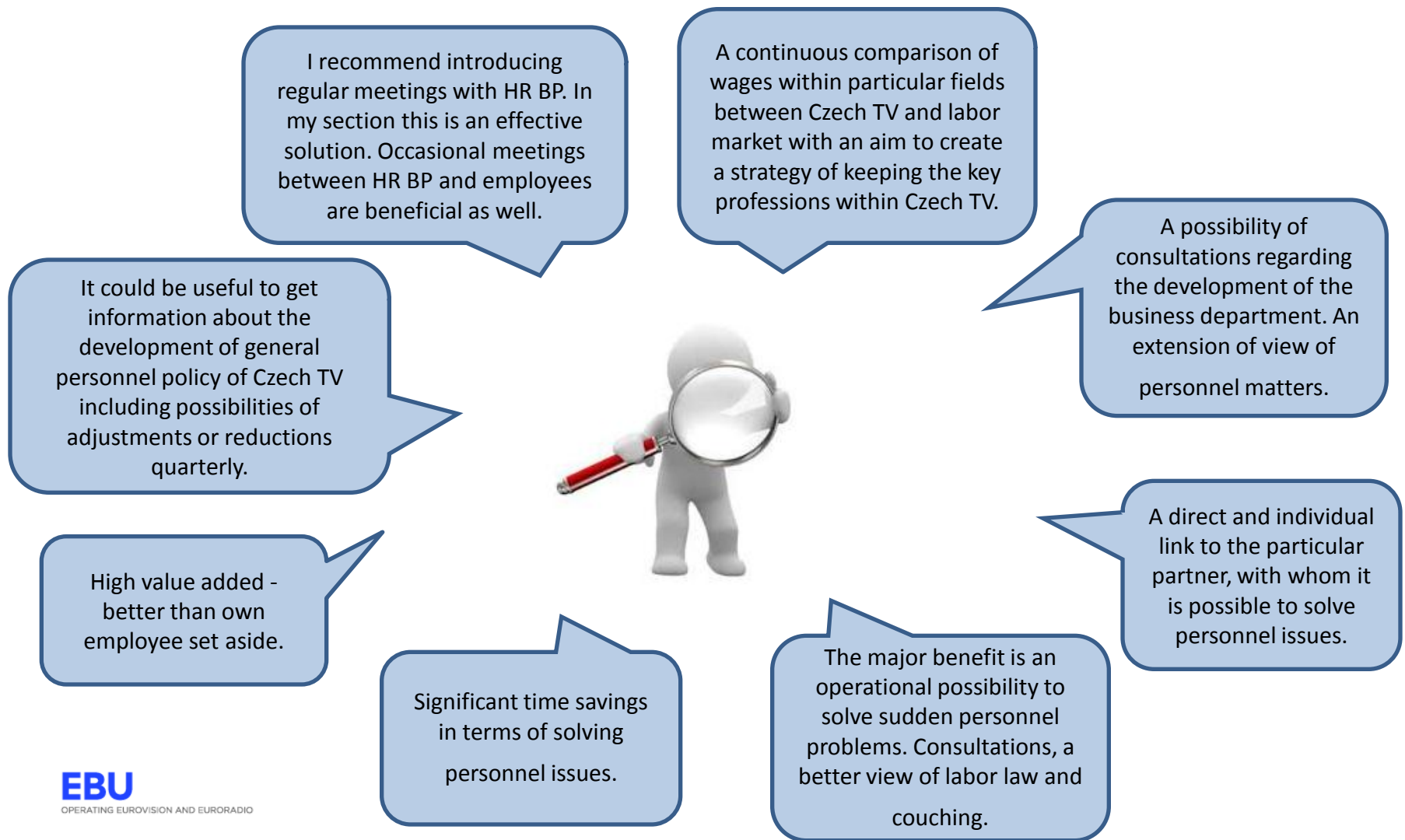
Dissatisfied

I do not know/I can not decide

EBU

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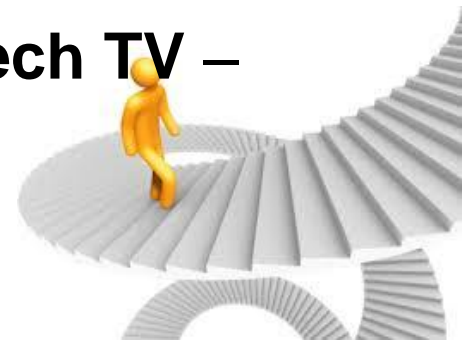
Direct feedback for HR – focus on HR BP role



Next steps – main topics

Based on feedback from directors/managers:

- Define concrete next steps for **improving cooperation between HR and management** including deadlines
- Focus on internal **HR systems and processes** to clarify orientation all employees
- To Improve **communication flow within Czech TV** – info e-mails, intranet announcement etc.



Conclusion

Best practices:

- Buying Key Stakeholders for the idea – it is crucial point
- Deep „as is“ versus „to be“ analyses incl. change project leading
- Ambitious but realistic long term plan
- Key pillar for the change are people who have to support and deliver the new ideas and team cooperation

Pitfalls

- Not all members of HR team are the ambassadors of the change – they are not able to change their mindset and working habits
- Dealing with Trade - Unions (HR BPs empowering the HR role within Czech TV)
- Specific environment of Czech TV in compare with „business“



CLIENT POINT OF VIEW

DENISA KOLLÁROVÁ
CREATIVE DIRECTOR OF ON-AIR PROMOTION

A close-up photograph of a professional video camera lens. The lens is silver and black, with multiple glass elements visible through the front element, creating a rainbow-like reflection. The camera body is silver and black, with a red stripe and a small window visible on the side. The background is blurred, showing a red light source and some blue and green elements.

**Experience with
HR Business Partner model in times of team merge**

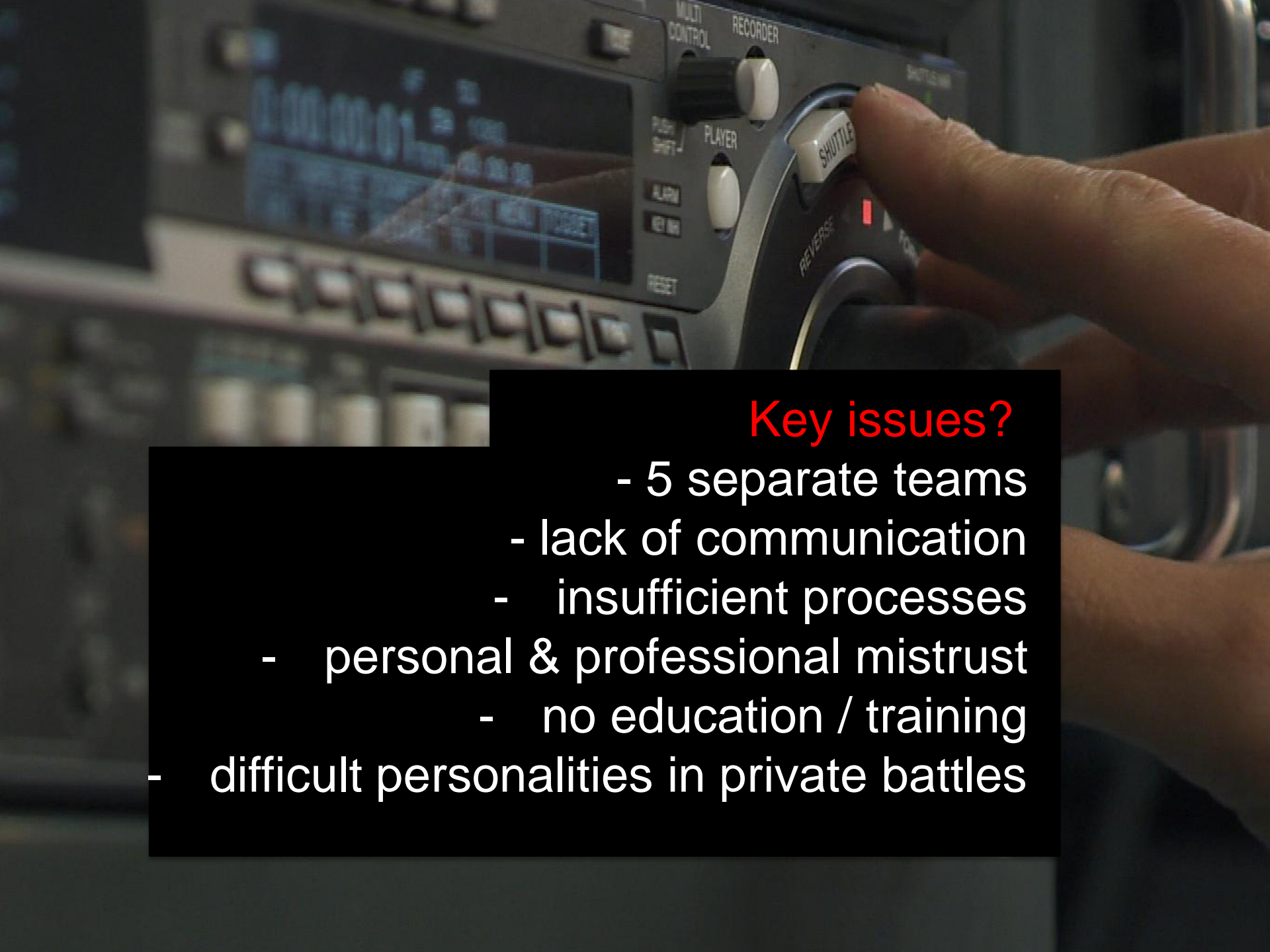


First goal:
to merge teams and those responsible
for On Air Promotion



What do we do:

- on-air campaigns planning
- creative idea making
- design & motion graphics
- production & post-production
- copywriting
- branding...

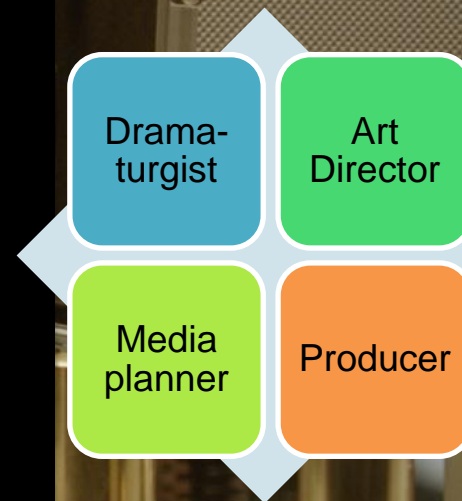


Key issues?

- 5 separate teams
- lack of communication
- insufficient processes
- personal & professional mistrust
 - no education / training
- difficult personalities in private battles

What we did together with HR BP:

- Job description a process analyses
- Set up of new organizational structure, including decreasing of management levels according to new processes and workflows
- Implementation of project management – **Brand teams**
- Staff Costs reduction
- Creating Development Centre for key positions
- Special Leadership Programme for direct reports/managers
- KPIs settings for managers
- Effective external coworkers cost management



Timeplan of changes

Analyses
April – Sept 2013

**New
org.chart**
Nov 2013

**Change
Management**
Nov – Dec
2013

Development
Jan – April
2014

Detail of cooperation with HR BP

Looking for new solutions in HR areas

Regular 1:1 setting every 2 weeks

Implementation of organization changes

Open feedback

Identification and implementation of training needs

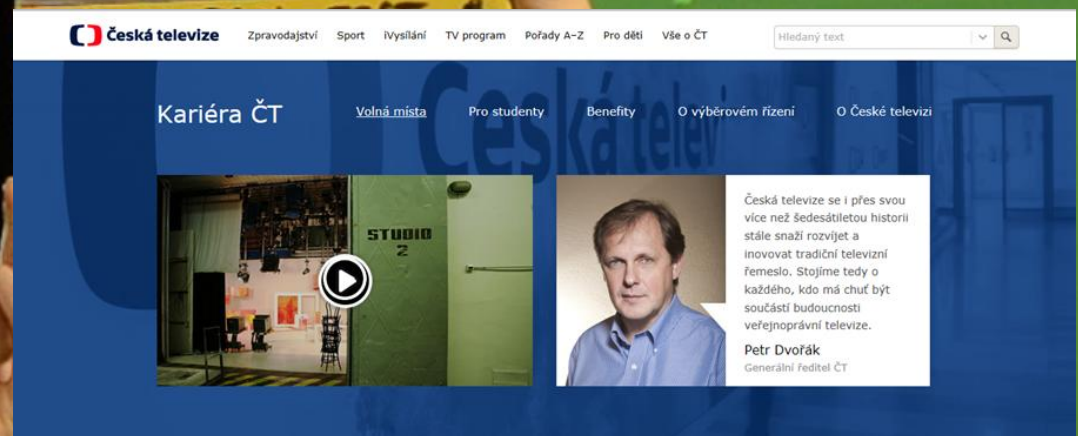
Support not only for me but also for my managers

Ad hoc consultation if needed

Close cooperation of HR and OAP - especially in HR marketing area

Employer brand – to improve employee engagement and attract external candidates

- career website



- employees should be ambassadors of Czech TV brand

Onboarding Programme for new employees -
presentation, videos, self promotion



WORLD CAFÉ QUESTIONS

1. HRBPS: WHO SHOULD BE THE KEY STAKE HOLDERS AND HOW TO GET THEIR BUY-IN FOR THE CHANGE?

2. HRBPS: WHAT ARE THE BIGGEST CHALLENGES AND HOW TO MANAGE THEM?