Beyond survival?
People management strategies for development and growth of PSM organisations in a fragmented digital media landscape

Initial findings and headline recommendations

Research conducted by
Peter Block of the University of Westminster
in partnership with the Public Media Alliance

Supported by Mark Iliff of Talespinner who designed the on-line tool used in this study

June 2019

1. Overview

2. The literature

3. The methodology

4. Findings

5. Outputs

6. Next steps

7. Annex

Section 1: Overview

Recap on scope of work

Date: June 2019

Supporting our members to build and promote trust in public media worldwide

The Public Media Alliance (PMA) is the largest global association of public media organisations and focuses specifically on providing advocacy and support for public media worldwide in the digital age.

PMA has a unique global overview of how public media is being affected by the acceleration of media convergence. We curate and aggregate research and commentary from media academics and practitioners around the world as public broadcasting evolves into public media.

Our vision is a world where the public can continue to access free, independent, engaging and representative national and international media wherever they are.

A recap on the pressure on public service media (PSM) and the implications for PMA members
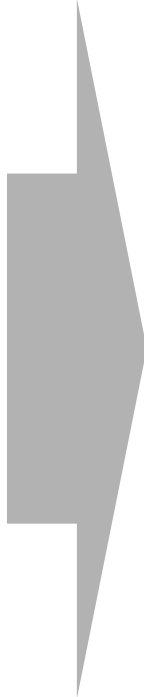
Drivers for change identified in academic literature and reports

- Human Resource Management (HRM) identified as a business priority
- The need to be more creative and develop local talent
- Changes to the industry workforce and job roles with multiplatform delivery
- Pressures to publicly communicate commitment to encourage diversity & inclusion and to support and develop employees
- Notable initiatives by some members can be exemplars for others

Are PSM organisations lacking a coherent, strategic approach to HRM?

Scope of work

- A pilot study review of HRM processes with a cross-section of PMA members
- Benchmark the pilot sample against a comparator set
- Assess the pilot group against HRM benchmarks, and
- Offer some practical steps that organisations can take to improve performance (noting resource constraints)

Enable PMA members to make informed decisions on how to practically and systematically enhance their approach to HRM as a stated business priority.

The application of

a **maturity model** to analyse

human resource processes;

the case of **public service media** companies

Subtitle

What is a maturity model is and how and why to use it

Section 2: The literature

The landscape and academic sources

"

British TV directors from **ethnic minorities**
'forced to follow black actors to US to further careers'
Directors UK research Dec 2015 (ongoing)

#Oscarssowhite

Idris Elba (2017), one of Britain's best known actors, called out the **tokenism** that sees him constantly referred to not as the actor who could play James Bond, but as the person who could fulfil the need for the producers of Bond to say they cast someone black. He argues that women and black actors are a commercial risk.

43% of newspaper columnists and 26% of BBC senior management are **privately educated** *compared to 7% overall*
Social mobility report 2014

I've had enough of white people who try to deny my experience…
*…While some white people are enjoying their colour-blindness, people of colour are getting on with having no choice but to live in a racialised reality. Take any random day. In a 24-hour period this week, Nadiya Hussain, who won the Great British Bake Off, wrote: "**I'm Muslim,** **Brown, working class and a woman**! I may as well have punching bag written on my torso."* Afua Hirsch (2018)
https://www.theguardian.com/profile/afuahirsch
#MeToo

'I used to think the door to **BAME working class** *writers had been left ajar by the UK industry… I'm now realising it was more like the keyhole of a firmly bolted door, that I painfully squeezed through. Open the fuckin' door'*
Michaela Coelthe writer and actor whose series Chewing Gum won two Baftas, tweeted (2017)

"

"
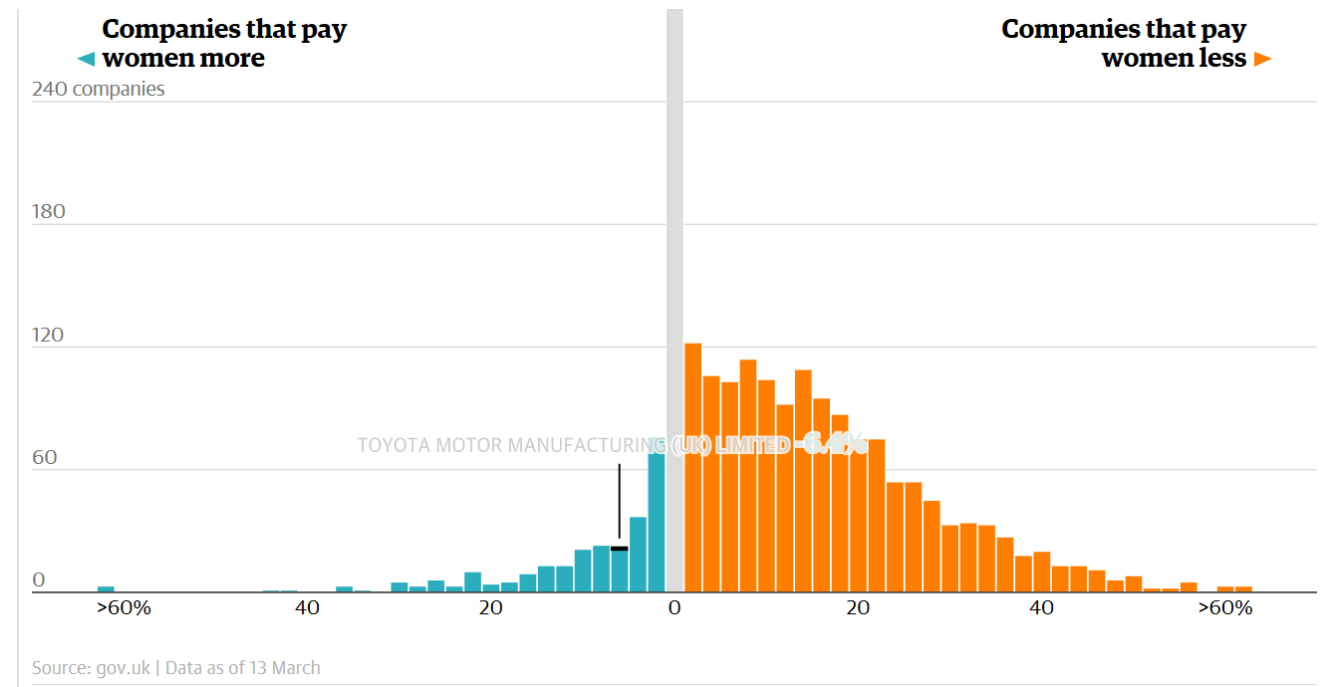
Only 12% of the workforce is from less advantaged socio-economic backgrounds…
in response … Barbara Broccoli stated
'… we live in a diverse society and it is vital both culturally and commercially that our industry reflects this in front of and behind the camera.'

Many media and creative companies may be perceived as LGBT friendly but their informal image and practices can make it harder to network and be out for **LGBT people**.

According to the office of national statistics, 14% of people in employment aged 16-64 considered themselves disabled. However, the 2012 Creative Skillset employment census shows that **only 0.3% of the total film workforce are disabled** (2% in production, 0.1% in exhibition and none in distribution).

…women are delivering both commercial and critical successes. In 2012, women made up 46% of the film workforce, and yet **only 7.8% of the UK films released were directed and only 13.4% were written by women**, demonstrating that there is still a lot of work to be done.

Companies are reporting their gender pay gap data. And it's looking pretty bad

Companies that pay ◀ women more

Companies that pay women less ▶

240 companies

180

120

60

0

TOYOTA MOTOR MANUFACTURING (UK) LIMITED -8.4%

>60%　　40　　20　　0　　20　　40　　>60%

Source: gov.uk | Data as of 13 March

HR is a live topic for the creative industries across the globe (3/3)
from the Oscars to employment practices

#29	Walt Disney	Media & Advertising	Burbank, California
#36	ESPN	Media & Advertising	Bristol, Connecticut
#42	NBCUniversal Media	Media & Advertising	New York, Ne
#46	Cox Enterprises	Media & Advertising	Atlanta, Georg
#64	Penguin Random House	Media & Advertising	New York, Ne

RANK	COMPANY	SECTOR	AGGREGATED DIVERSITY PERCENTAGE
1	InterContinental Hotels Group plc	Leisure	36.7
2	Standard Chartered plc	Banking and Finance	36.0
3	Unilever plc	Consumer Goods	29.2
4	Randgold Resources	Natural Resources	27.5
5	Diageo plc	Consumer Goods	26.7
6	Old Mutual Plc	Banking and Finance	26.1
7	Vodafone Group plc	Telecoms	25.2
8	Next plc	Retailing	24.4
9	Informa plc	Professional and Support Services	24.4
10	Royal Bank of Scotland Group plc	Banking and Finance	24.2
11	Reckitt Benckiser Group Plc	Health	24.2
12	WPP plc	Media	23.7
13	ITV plc	Media	23.7
14	Marks & Spencer Group plc	Retailing	23.5
15	Burberry Group plc	Consumer Goods	23.4
16	AstraZeneca plc	Health	23.3
17	Pearson plc	Media	23.2
18	GlaxoSmithKline plc	Health	23.2
19	Sky plc	Media	23.0
20	HSBC Holdings plc	Banking and Finance	22.9
21	Aviva plc	Banking and Finance	22.5
22	BT Group plc	Telecoms	22.4
23	Shire plc	Health	22.3
24	RELX plc	Professional and Support Services	22.1
25	RSA Insurance Group	Banking and Finance	21.6

THE TIMES TOP 50 EMPLOYERS FOR WOMEN 2017

Organisation	Sector	Organisation	Sector
Accenture	Professional Services	J.P. Morgan	Financial Services
Addleshaw Goddard	Legal	KPMG	Professional Services
Ashurst	Legal	Linklaters	Legal
BAE Systems	SystemsEngineering	Lloyds Banking Group	Financial Services
Barclays	Financial Services	Marks & Spencer	Retail
BNY Mellon	Financial Services	McKinsey & Company	Consulting
British Army	Military	Mercer	Consulting
BT	Telecoms	MI5	Public Sector
CapGemini	Professional Services	Morgan Stanley	Financial Services
Carillion	Support Services	Norton Rose Fulbright	Legal
Citi	Financial Services	Ofcom	Public Sector
CMS	Legal	PepsiCo UK & Ireland	Consumer Goods
Deloitte	Professional Services	Pinsent Masons	Legal
Department for Transport	Public Sector	Post Office	Retail
DHL Supply Chain	Logistics	PwC	Professional Services
EDF Energy	Energy	RBS	Financial Services
Enterprise Rent-A-Car	Automotive	Royal Mail Group	Postal Services
Eversheds Sutherland	Legal	Shell UK	Oil & Gas
EY	Professional Services	Sky	Entertainment & Telecoms
Goldman Sachs International	Financial Services	Sodexo UK & Ireland	Facilities Management
Greater London Authority	Public Sector	Southbank Centre	Arts
Herbert Smith Freehills	Legal	State Street	Financial Services
Hogan Lovells International	Legal	Unilever	Consumer Goods
Home Office	Public Sector	Vodafone	Telecoms
HSBC	Financial Services	Yorkshire Water	Utilities

The Times Top 50 Employers for Women methodology

The Times Top 50 Employers for Women list is managed by Business in the Community's gender equality campaign. | There is a single combined entry process for both The Times Top 50 Employers for Women list and the Business in the | Community Gender Equality Awards. Entry is by self-nomination and open to any employer with a presence and activity in the UK. Employers supply detailed information on how | they are working towards gender equality in their workplace, spanning strategy, objectives, leadership and gender balance at every level. Only the 50 organisations identified as Top Employers for | Women are eligible to be considered for a Business in the Community Gender Equality Award. All of the 5,000 word entry forms are stringently marked against a framework of best | practice and assessed on an anonymous basis by a team of gender equality experts within Business in the Community. It is an unranked list and the organisations are listed in alphabetical order.

2017 Best Employers for Race Listing

Accenture · Baker McKenzie · Barclays · BBC · Bramwith Consulting · Brent Council · BT Plc · CA Technologies · Capgemini UK · Cheshire Constabulary · Coventry & Warwickshire Partnership NHS Trust · Coventry Building Society · Crown Prosecution Service · Deloitte · Dentsu Aegis Network UK & Ireland · Department for Business, Energy & Industrial Strategy · Department for Education · Department for Transport · Department for Work & Pensions · EDF Energy · Enterprise Rent-A-Car · EY · FDM Group · Fidelity International · Financial Conduct Authority · Freshfields Bruckhaus Deringer LLP · GCHQ · Government Digital Service · Hampshire Constabulary · HarperCollins Publishers (UK) · Herbert Smith Freehills LLP · Hogan Lovells International LLP · House of Commons · HSBC UK · John Lewis Partnership · KPMG UK · Leicestershire Police · London South Bank University · MI5 · Ministry of Defence · Ministry of Justice · Mott MacDonald · National Grid · Network Rail Limited · Norton Rose Fulbright · Optimity · Pertemps Recruitment Partnership · Public Health England (PHE) · PwC · RBS · Ricoh UK Ltd · Royal Air Force · Royal Navy · Sainsbury's · Santander UK · Secret Intelligence Service (MI6) · Shell · Slaughter and May · Southbank Centre · St Mungo's · Stagecoach – East Midlands Trains · Standard Life Aberdeen plc · The British Army · The Home Office · TSB Bank plc · Virgin Money

Growing number of HRM related reports, awards and benchmarks

- EY Report: Top 250 companies (2017)
  - Statista surveyed 30,000 employees (Disney 29th, Google 34th)
  - Eight from media and advertising

- Forbes The Best Employers for Diversity 2018 (in the USA)
  - The top companies gave '**an unusual level of transparency into its workforce demographics**'
  https://www.forbes.com/best-employers-diversity/list/

- McKinsey: Delivering through diversity (2017)
  - the business case revisited

- The Peterson Institute for International Economics and EY report
  Is Gender Diversity Profitable? Evidence from a Global Study (2017)
  - Analysed the results from approximately 21,980 global publicly traded companies in 91 countries from a variety of industries and sectors
  - organization with 30 percent female leaders could add up to 6 percentage points to its net margin.

Diversity Matters

THE TIMES TOP 50 EMPLOYERS FOR WOMEN 2017

Organisation	Sector	Organisation	Sector
Accenture	Professional Services	J.P. Morgan	Financial Services
Addleshaw Goddard	Legal	KPMG	Professional Services
Ashurst	Legal	Linklaters	Legal
BAE Systems	SystemsEngineering	Lloyds Banking Group	Financial Services
Barclays	Financial Services	Marks & Spencer	Retail
BNY Mellon	Financial Services	McKinsey & Company	Consulting
British Army	Military	Mercer	Consulting
BT	Telecoms	MI5	Public Sector
CapGemini	Professional Services	Morgan Stanley	Financial Services
Carillion	Support Services	Norton Rose Fulbright	Legal
Citi	Financial Services	Ofcom	Public Sector
CMS	Legal	PepsiCo UK & Ireland	Consumer Goods
Deloitte	Professional Services	Pinsent Masons	Legal
Department for Transport	Public Sector	Post Office	Retail
DHL Supply Chain	Logistics	PwC	Professional Services
EDF Energy	Energy	RBS	Financial Services
Enterprise Rent-A-Car	Automotive	Royal Mail Group	Postal Services
Eversheds Sutherland	Legal	Shell UK	Oil & Gas
EY	Professional Services	Sky	Entertainment & Telecom
Goldman Sachs International	Financial Services	Sodexo UK & Ireland	Facilities Management
Greater London Authority	Public Sector	Southbank Centre	Arts
Herbert Smith Freehills	Legal	State Street	Financial Services
Hogan Lovells International	Legal	Unilever	Consumer Goods
Home Office	Public Sector	Vodafone	Telecoms
HSBC	Financial Services	Yorkshire Water	Utilities

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PIIE PETERSON INSTITUTE FOR INTERNATIONAL ECONOMICS

Volume of research overwhelmingly conclude that workforce **diversity is good for business**

Kim Hoque & Mike Noon (2002) identified 'the types of workplaces that are more likely to adopt formal gender, ethnicity, disability and age policies. They then assessed whether the policies are 'substantive' or merely **'empty shells':** by evaluating the extent to which workplaces that have adopted EO policies have also adopted supporting EO practices … workplaces without an HR or personnel specialist are identified as being more likely to have an 'empty shell' policy.

From Public Service Broadcasting to Public Service Media (Bardoel & Lowe, 2007): Being the most dynamic, innovative and successful sector in media services development requires PSB to develop convincing arguments and practical instruments that make its public *dimension more explicit and transparent* on the one hand, and its service dimension more effective and efficient on the other. To be the best in media services for the public, PSM must not lose faith with the core public service ethos that is rooted in PSB, but neither can PSM succeed without developing that ethos to transcend PSB

Holgate and McKay (2009) go further to say more emphatically that the media (AV in their terms) industry 'cannot deliver gains for workers in those sectors where **employment is fragmented** and insecure – the nature of employment is also a factor'.

The bellwether effect: Across the world creative industries are a key feature of economic policy to drive GDP (Eikhof & Warhurst 2012); globally PSM companies are the target of government scrutiny on matters of representation and diversity.

Block (2017) makes the case that the **lack of quantitative data and targets** undermines progress to change. The lack of transparency remains a contentious issue. Others EY, Forbes (USA), **The Lammy Report** (2017) all agree the lack of transparency and open reporting is a barrier to change.

Green Park Leadership 10,000 and Drive Report (2018) The **accidental HR improvement** through company listing changes conclude that business leaders need to: *tone down meaningless rhetoric.*

- To date there has been limited empirical evidence in the use of maturity models in HRM processes (Zare et al, 2018)

- A working definition of HRM Maturity Model: *Assessment tool that helps the HR Professional to identify the weaknesses of internal HRM System, by comparing the maturity map of their company with the standard HRM maturity map* (Chasovichi, 2011)

- The purpose is to take a snap shot of the HRM System in the company, to:-

  - offer an opportunity for HR team to reflect on their work – a self help tool

  - provides a scorecard of additional information for decision makers

  - help HR managers establish priorities

  - improve the performance of HR Function and the performance of the employees

  - Save time and easy to use, therefore money saving

- The HR landscape can be mapped by two models that cover the employment lifecycle that Block & Shapiro labelled as **include(I)** and **develop(D)** with 22 dimensions / attributes

- Each has three level 1 attributes: Strategy, Action and Evaluation

- Include has 15 level 2 attributes

- Develop has 9 level 2 attributes

- Each level 2 attribute can be allocated a measure of progress to maturity:

  - none, base, low, medium and high

- The level 3 attributes provides the evidence to support the level 2 measure to substantiate the internal audit

Two maturity models developed from the work of Block and Shapiro (2010)
Include has 15 level 2 attributes with descriptors for evaluators to apply

Strategy

- Shared leadership
- Improving business performance
- Policies & resources

Taking action

- Recruitment
- Development
- Work design
- Customers
- Suppliers
- Community

Evaluating outcomes

- Recruitment
- Development
- Work design
- Customers
- Suppliers
- Community

Two maturity models developed from the work of Block and Shapiro (2010)
Develop has 9 level 2 attributes with descriptors for evaluators to apply

Strategy

- Link to organisational objectives
- Communicating with staff

Taking action

- New staff
- On-the-job training
- Off-the-job training

Evaluating outcomes

- Individual evaluation
- Evaluation systems

These two models are combined to an on-line tool that captures scores and evidence

to create an index for HRM

The pilot study selected a cross section of PMA members and asked them to complete the on-line self evaluation form

/include Scorecard

How well do your inclusion and diversity measures help you recruit, retain and promote the skills you need to meet the different needs of your customers?

Legend: 0- none; B-base; M-medium; H-high; E-evidence tick

	0	B	M	H	E
A Linking to your business					
1. Shared leadership					
2. Improving business performance					
3. Policies & resources					
B Taking action					
1. Recruitment					
2. Development					

48

/include

Linking to your business

Taking action

Evaluating outcomes

Link to PeopleMax Index

Linking to your business — We build on the strengths of diversity and inclusion to help us achieve business success.

1. Shared leadership — We have top level leadership of our diversity and inclusion strategy and inclusive leadership at all levels that supports high business performance

High provision — our level:
Accountability for delivering our diversity and inclusion strategy is held at the top of our organisation. All leaders and staff understand & clearly demonstrate their role and responsibility for building diversity and inclusion into the work that they do and the way that they work. This responsibility is formally embedded into the performance review and reward process.

Medium provision — our level:
A number of staff and leaders have clear responsibility and are held accountable for delivering our diversity and inclusion strategy and creating an inclusive workplace. Senior leaders are champions or sponsors of inclusion and diversity, for example. Training and guidance has been introduced to help everyone develop the skills they need to create an inclusive workplace.

Base provision — our level:
Some staff and leaders have responsibility for creating an inclusive workplace built

The average organisation will score between 45-55, high performing companies score 75+

Slide 18

Date: June 2019

Archetypal behaviours can be described as reactive, transactional or strategic leadership
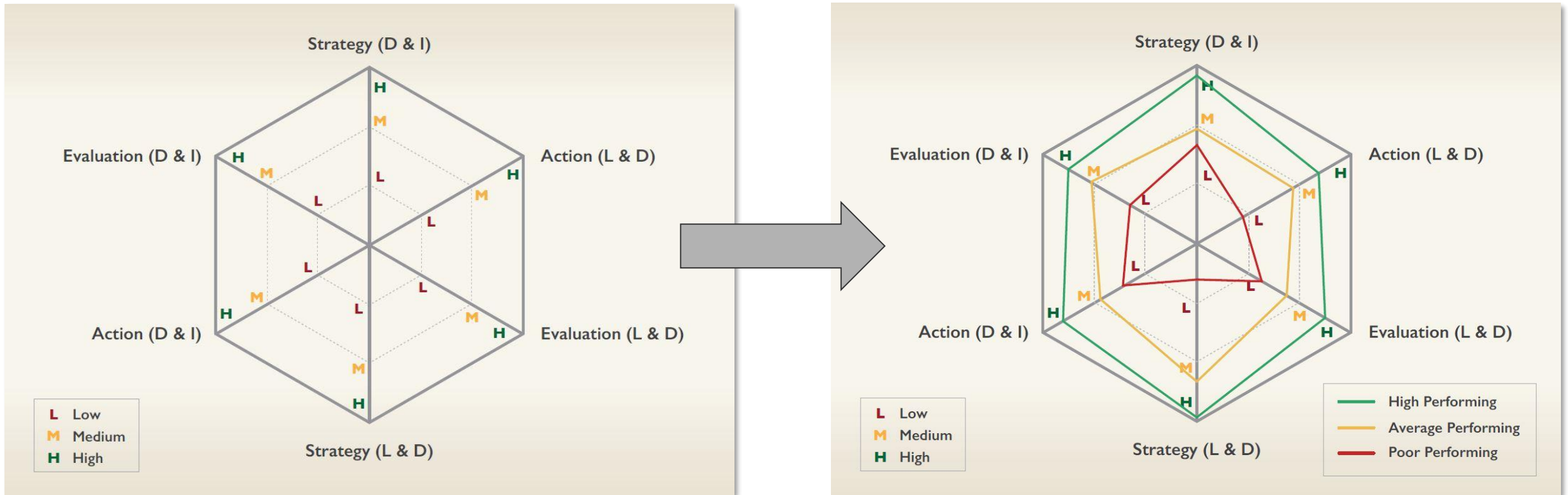
Differences at the top end are marginal; they turn on evaluation and transparency - **strategic leadership**
There is a wider variation with middle ranking companies where action can predominate - **transactional**
As the low end there is a limited expression of strategy, actions are **reactive.**
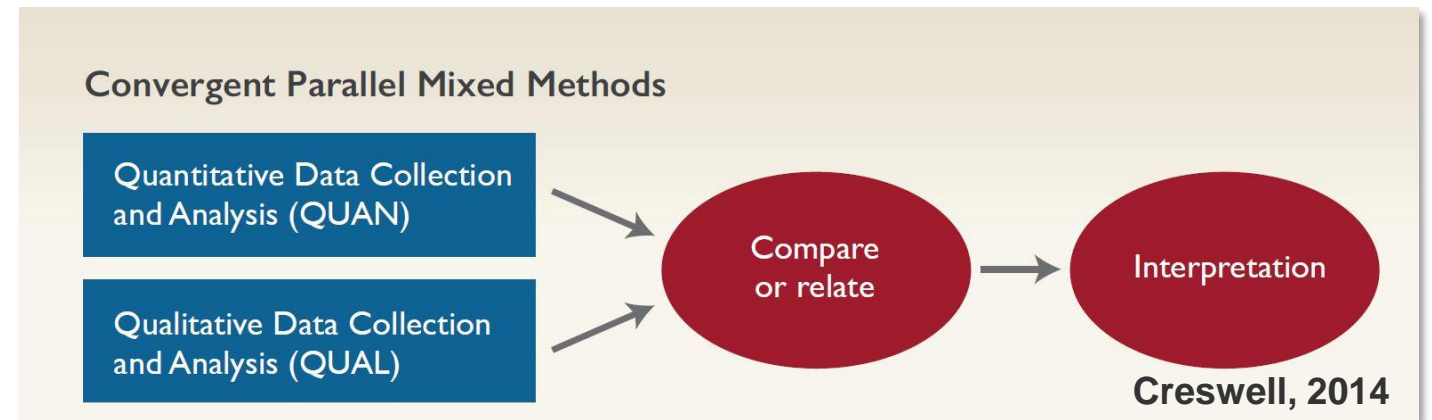
Section 3: Methodology

Date: June 2019

- **Quantitative (QUAN)**

  - Workforce data

    - Roles by gender, race, disability, age

  - Churn and recruitment
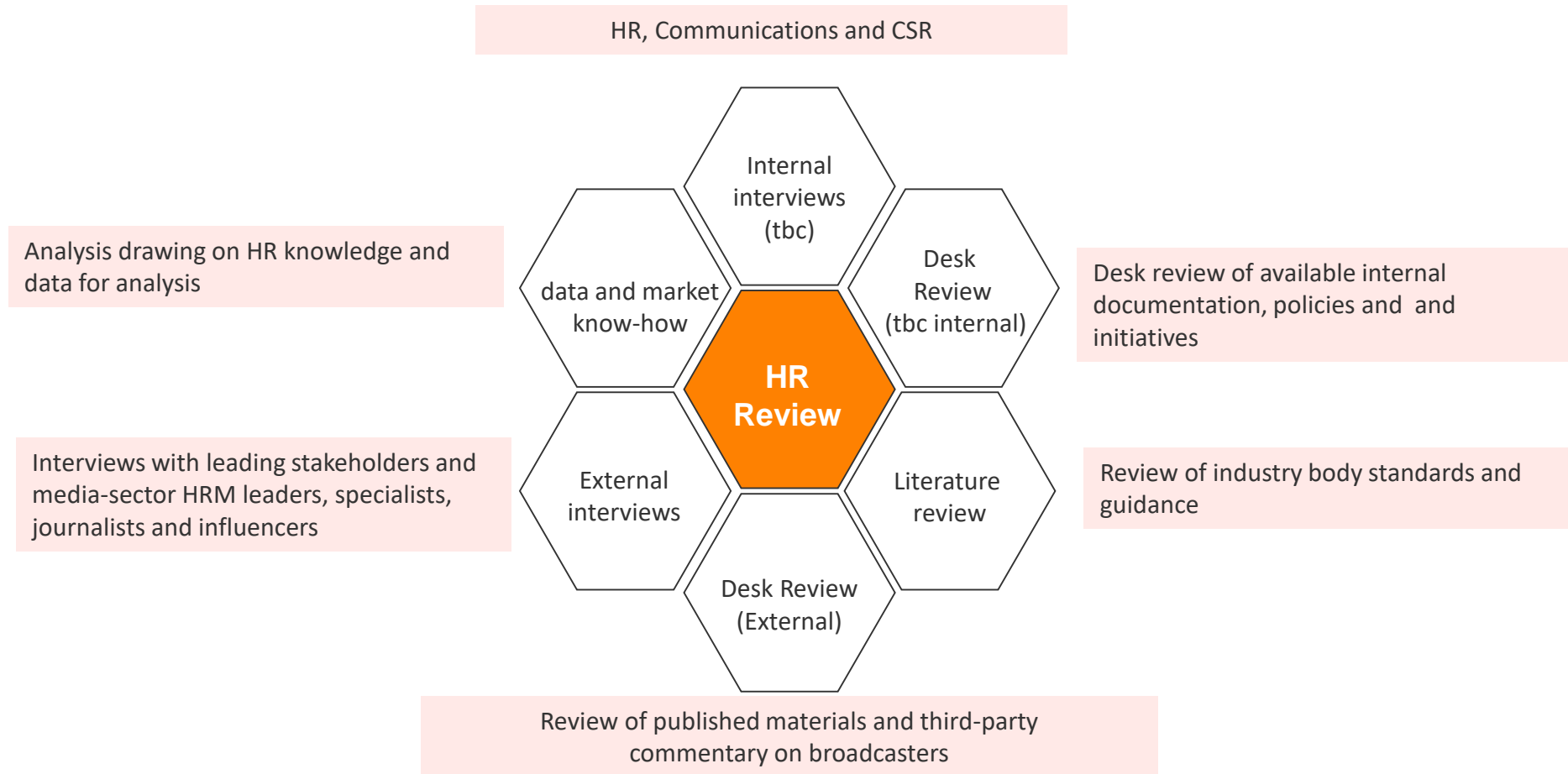
  - Employee surveys

  - KPIs

  - L&D spend

- **Qualitative (QUAL)**

  - HRM annual reports and KPIs

  - **Maturity models**

Convergent Parallel Mixed Methods

Quantitative Data Collection and Analysis (QUAN)

Qualitative Data Collection and Analysis (QUAL)

Compare or relate

Interpretation

Creswell, 2014

The review process

Diverse data sources, including secondary and primary research

HR, Communications and CSR

Internal interviews (tbc)

Desk Review (tbc internal)

Analysis drawing on HR knowledge and data for analysis

data and market know-how

HR Review

Desk review of available internal documentation, policies and and initiatives

External interviews

Literature review

Review of industry body standards and guidance

Interviews with leading stakeholders and media-sector HRM leaders, specialists, journalists and influencers

Desk Review (External)

Review of published materials and third-party commentary on broadcasters

Seven categories of public documents reviewed in pilot organisations:-

1. Published Policy
2. EO / Diversity Statement
3. Targets
4. Schemes
5. Impact Statement
6. Recruitment Policies
7. Induction & Training Policy

Other sources also reviewed:

- Corporate websites
- HRM websites
- Annual Reports
- Journals
- Academic reports
- Newspaper articles
- Consulting firm reports such as EY and Forbes

Do they substantiate the completion of the HRM maturity model applied in this study?

Benchmarking: the pilot study references a comparator set for good practice and exemplar cases
based on the maturity model framework HRM behaviours can be characterised as minimum, good business and leadership

Base - reactive

Medium - proactive

High - opportunity

Minimum

Good Business

Leadership
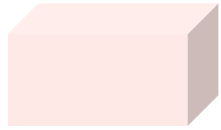
- Compliance and risk-driven
- Not core to business
- Often reactive
- Often isolated initiatives
- Little or no evidence of clear policies, initiatives, external reporting or acclaim
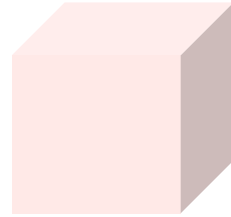
- Aligned with business strategy
- Clear KPIs, ROI, data gathering
- Adapted to organisational practice and stakeholder engagement
- Clear governance arrangements
- Drivers shifting from risk mitigation, to business opportunity
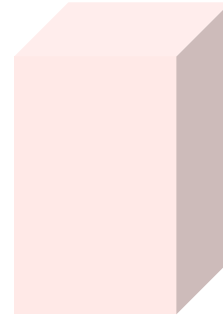
- Integrated into business strategy
- Integrated into business processes and systems, including performance and reward KPIs
- Focused on creating sustainable value via new business opportunities
- Visible external acclaim and collaborations

EY

BBC

4

Section 4: Findings

Benchmark summary

- The key weakness area for the sector as a whole and the majority of film and TV companies relates to the need to formally evaluate and publish the effectiveness of their efforts.

- Workforce composition (identified *by gender, race, disability etc.*) delineated by where people might be found in the hierarchy, provide the much needed quantitative measure.

- Across the industry there is limited continuity of effort or tracking of data over the long term.

- Global statements are not supported by documented evidence

- Efforts will likely remain 'empty shells'

- No published targets

- No transparency

- Limited exemplars / cases

- The historical context / legacy of the PSM impacts on the governance and public duty of the broadcaster

- HRM is reported in anodyne terms in annual reports and organisational websites

- Independent observers have limited sources to review

- Lack of transparency

- A need to tone down meaningless rhetoric

- A high **Include** score will have a high develop score

- a high **develop** score does note lead to a high include score

Overall there are significant gaps in the collective knowledge of HRM in the PSM sector

In the pilot study the lowest index score 16 and highest 86 with at SD of 25. Based on cross referencing with published documents the '16' is brutally honest and the '86' an overstatement.

- Anodyne statements; no over-arching ambition, commitment and statement of purpose
- Policies are not in place
- There is no coherent, over-arching strategy
- Governance arrangements need to be fully embedded
- Lack of coherence and common narrative across organisations
- Resource constraints limit improved performance
  - Communication could be further enhanced to engage more stakeholders
  - Existing investments could be better leveraged
- Little publicly available evidence of over-arching targets

- PMA organizations that follow the BBC governance model go beyond compliance.
- Those that don't follow the BBC model produce annual reports with very limited focus on employees.
- There is a focus by Asian PSM organisations to present their leaders not leadership
- Some overstatement of HRM actions
- Limited transparency and evidence by most in pilot study

Section 5: Outputs
(Conclusions and recommendations)

Date: June 2019

3 | CREATING A GREAT PLACE TO WORK

VALUING DIVERSITY & INCLUSION

QUICK OVERVIEW

⭐ **HOW WE DO THE RIGHT THING**

We embrace global diversity in all its forms and strive to maintain an inclusive environment and a culture that values all perspectives and backgrounds.

❓ **WHY IT MATTERS**

We are focused on creating an environment that supports all of our people, professionally and personally, to ensure that we can bring our best selves to work and drive creativity, innovation and results by connecting with the rich diversity of our employees, audiences and partners.

Diversity and Inclusion
Strategy 2016-20 Summary

How diverse is Channel 4?[37]

Here is a summary of our 2017 and 2020 Targets

Workforce (All staff and leadership levels)	2017 Target	2020 Target
Women	n/a	50%
Disability	5.3%*, 5%**	8%
Black Asian and ethnic minorities	14.2%*, 10%**	15%
LGBT	n/a	8%

*All staff   **Leadership

Onscreen Portrayal	2017 Target	2020 Target
Women on screen, on-air and in lead roles	n/a	50%
Disability on screen and in some lead roles	5%	8%
Black, Asian and ethnic minorities on screen, on-air and in lead roles	15%***	15%
LGBT on screen and in some lead roles	n/a	8%

***Portrayal only

Tone from the top – **strong commitment and ambition** (Viacom).

Clear and **transparent targets** to galvanise action and set direction (Channel 4).

Targets underpinned by data gathering (from questionnaires) of workforce, applicants, etc.

Compelling strategy to set the course of action (BBC).

Few companies display leadership features across the board

Volume of research overwhelmingly conclude that well managed HRM
is good for business

1. **The drivers for change**
   - *Risk*: non-compliance presents reputational, operational or legal risks
   - *Opportunity*: for talent recruitment and retention, innovation and future proofing
   - *Values*: walking the talk - it is the right thing to do
2. **Data gathering and targets are essential...**
   - What gets measured gets done (quantitative measures and targets)
3. ...**Supported by transformation efforts**
   - It is important to commit to changes and commence actions, however small (mindset and behaviour shifts take time and effort)
4. **2019 a time of inflection**
   - The need for projects that will stimulate change
5. **Some PMA companies in the pilot group appear to be under-performing in HRM versus competitive set and comparators**
6. **Recommendations include the need to**
   - Take some immediate practical steps to improve HRM performance
   - Define a strategy and associated processes for execution
   - Create a HRM community
   - Build on exemplars

The indications are that PSMs lag the competition; current approaches represent an organisational risk
This review suggests that there are examples of good practice across the sector, they need to be shared
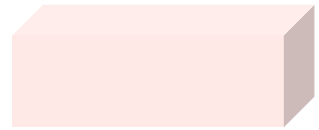
Put the essentials in place
Minimum

1. Establish a *clear mandate* for HRM
2. Secure *dedicated resource* to drive HRM
3. *Audit current practices* across PSM – to highlight learning points and gaps
4. *Capture baseline data* (employee / supplier profiles etc.) via questionnaires / other
5. *Review recruitment processes* – to ensure transparency and lack of unconscious bias
6. Strengthen *support for networks*
7. Conduct internal annual review against a standard

Build on the essentials
Good Business

1. Establish a *strategic ambition and common narrative* for HRM
2. Establish *clear KPIs and data gathering processes* etc. building on baselines
3. Create a *holistic HRM strategy*
4. Strengthen *governance arrangements*, with a steering Group providing strategic oversight, championship and challenge
5. Build *groups / networks* to raise consciousness, improve practices, offer mentoring, learning and access to role models
6. Consider external communication of performance

Strategic vision
Leadership

1. Fully *integrate HRM into business strategy*
2. Integrate into *business processes and systems*, including performance and reward KPIs
3. Establish annual HRM Barometer / survey to gauge trajectory of performance
4. Ensure *internal and external reporting* against performance targets
5. Establish PMA wide HRM *awards* – to celebrate practice / inspire further improvements

Section 6: Next steps?

Beyond survival?

People management strategies for development and growth of PSBs in a fragmented digital media

Next steps

- PMA community to reflect on findings and recommendations

- Undertake detailed planning for full study

- Share examples of good practice

- Establish a community of practice

- As noted elsewhere by the PMA collaboration is key

Section 7: Annex

Industry benchmarks BBC and Channel 4

EY a global benchmark

Industry benchmarks BBC and Channel 4

Date: June 2019

Diversity and Inclusion
Strategy 2016-20 Summary

Here is a summary of our 2017 and 2020 Targets

Workforce (All staff and leadership levels)	2017 Target	2020 Target
Women	n/a	50%
Disability	5.3%*, 5%**	8%
Black Asian and ethnic minorities	14.2%*, 10%**	15%
LGBT	n/a	8%

*All staff   **Leadership

Onscreen Portrayal	2017 Target	2020 Target
Women on screen, on-air and in lead roles	n/a	50%
Disability on screen and in some lead roles	5%	8%
Black, Asian and ethnic minorities on screen, on-air and in lead roles	15%***	15%
LGBT on screen and in some lead roles	n/a	8%

***Portrayal only

Summary of company findings – Public Media Sector benchmark
BBC Index score: 91 (I94 / D92)

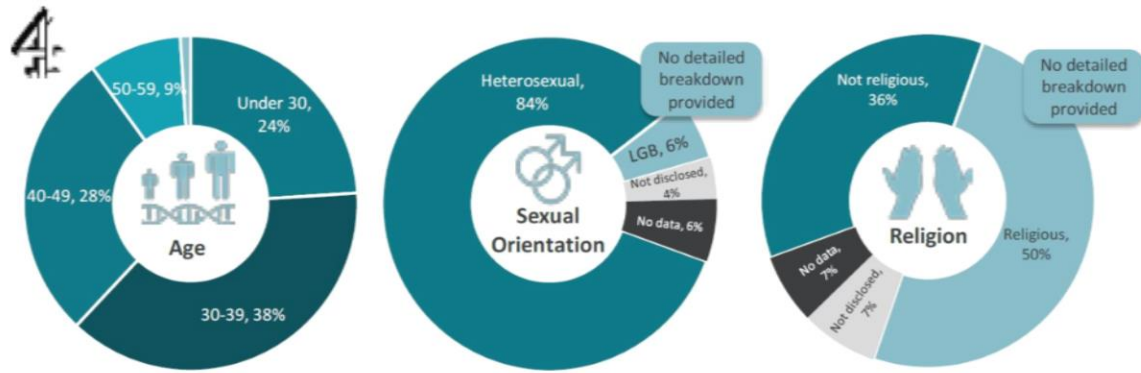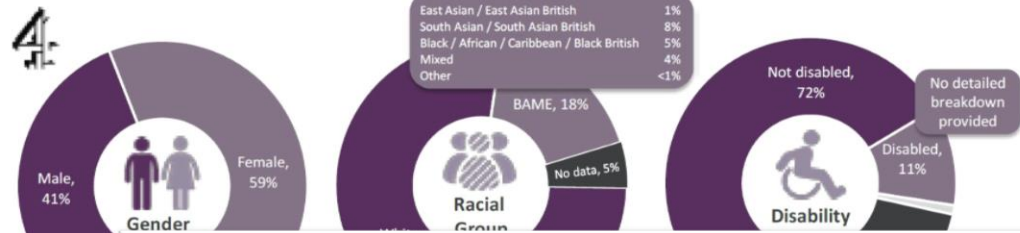| **Approach** (policies and strategies)	**Evidence of practice** (initiatives, performance metrics, etc.)	**Additional information & external acclaim** (awards, external commentary, etc.)
BBC: Published medium term strategy and with robust policy and delivery frameworks. Clear evidence to support practice but as recent scandals have highlighted this quickly unravels when examined in detail. It is seen as the benchmark organisation in the Creative Industries by DCMS.		

By 2020 the BBC will have:
• a workforce at least as diverse, if not more so, than any other in the industry;
• met portrayal targets that cover a much wider range of diversity than any other broadcaster, with a bigger impact for audiences across a wider range of programmes; and
• hardwired diversity in what we do, making it something that everyone at the BBC understands and all those who make programmes for us supports.
 	
Ten strategic equality and diversity objectives set out in strategy document
 	
Reference:
http://downloads.bbc.co.uk/diversity/pdf/Diversity_strategy_110523.pdf
	• **Framework in place** to support departmental actions.
	• **Diversity Action Plans** (rolling 1 year plans) required of every Division
	• **Diversity champions** sit on divisional boards and act as senior advocates to promote diversity within Divisions
	• Each champion supported by a **Divisional Diversity Action Group**
	• Examples of **success measures** communicated externally:, e.g.:
	   • Training provision
	   • Equality and Diversity as part of procurement process
		• The BBC is now be under the closer scrutiny of Ofcom
		• Collaboration with Channel 4 on joint research to understand the views of disabled audiences.
		• Signatory of the Equalities Charter for Film.
		• Member of the Creative Diversity Network forum

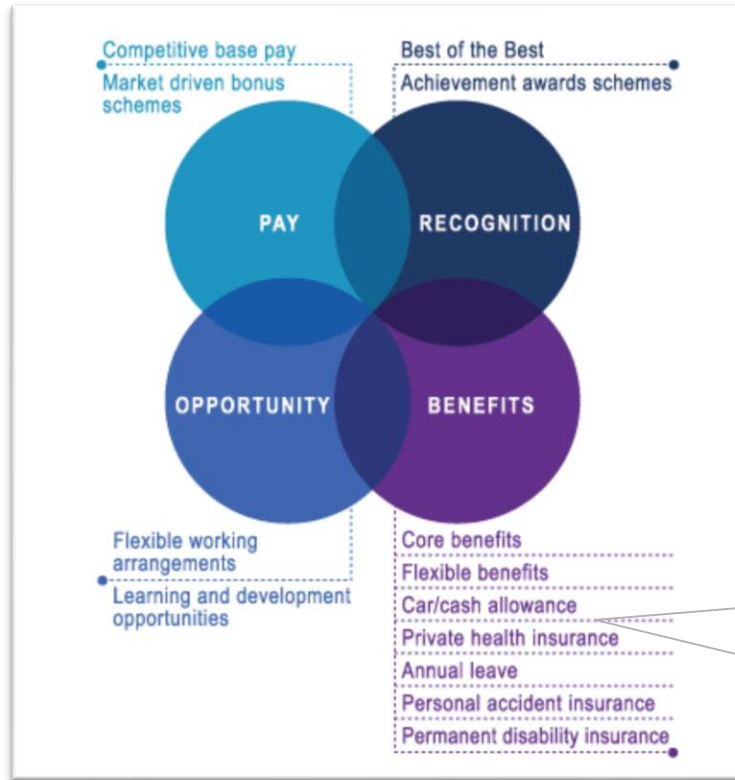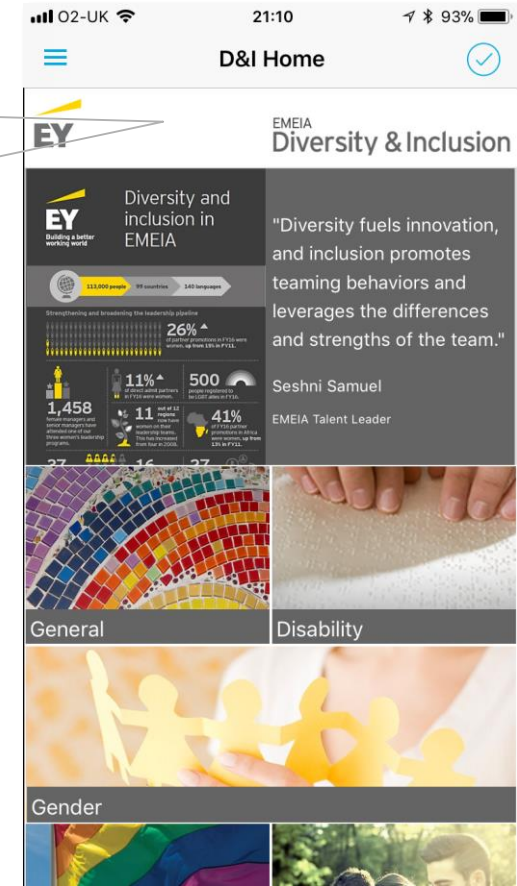| Approach (policies and strategies)	Evidence of practice (initiatives, performance metrics, etc.)	Additional information & external acclaim (awards, external commentary, etc.)
Channel 4 – Clear policies and strategies. Evidenced practices and measures. Positioned as 'hard-wired' into the company's remit to be experimental, innovative and distinctive.		
Views diversity in its broadest sense, sometimes going beyond the requirements of the statutory equality duty. Areas focused on are: 1. Diversifying creative supply while building on the success of our innovative approach to on-screen diversity. 2. Increasing the diversity of Channel 4 staff through programmes such as our Internship programme, Production Trainee Scheme, All Inclusive 4 events and our involvement in the Creative Diversity Network (CDN). 3. Using data captured by our audience research department to continue to inform, and help shape our thinking around diversity. 4. Using our purchasing power to build and challenge our suppliers to share our diversity ambitions Reference: http://www.channel4.com/media/documents/corporate/C4_Equality_Duty_Compliance_Report_2012.pdf	• **Clear information** on company performance regarding the 'protected characteristics of diversity (age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief, and sexual orientation. Duty also covers marriage and civil partnerships). • Provided **significant volume of data as evidence** (esp. workplace) to illustrate practices. • Less evidence available for audience related diversity performance	• Acclaimed for coverage of the 2013 Paralympic Games – positioned as an extension of the company's commitment to diversity • Post-Paralympics research undertaken, with results made publicly available • Collaboration with BBC on joint research to understand the views of disabled audiences. • Signatory of the Equalities Charter for Film. • Member of the Creative Diversity Network forum

Ernst & Young

A global comparator

The EY D&I App available to all
- Users can click to see scorecard

http://www.ey.com/uk/en/about-us/our-people-and-culture

Approach (policies and strategies)	**Evidence of practice** (initiatives, performance metrics, etc.)	**Additional information & external acclaim** (awards, external commentary, etc.)
EY – HRM *'How diversity and inclusiveness will drive EY's growth'* EY is open and transparent in its employee engagement and associated processes		
Our ability to work effectively as a global organization and deliver exceptional service to our clients worldwide is fuelled by, and dependent on, our ability to embed diversity and inclusiveness into the way that we do business. Clear set of objectives, a common purpose: - • Establish a baseline and • cascade awareness • Identify meaningful changes • Recognize and reward role models Source:- http://www.ey.com/uk/en/about-us/our-people-and-culture/diversity-and-inclusiveness	Targets :- 1. All promotion rates should be representative of the pool that they are coming from with immediate effect at all levels. 2. The percentage of female new hires should increase by 5% (from current numbers) for all partners and executive directors. 3. The percentage of female new hires should increase by 35% (from current numbers) for all senior managers. 4. The percentage of female new hires should increase to 50% (from current numbers) for all managers, seniors and juniors.	• New Ways of Working (NWOW) and • Work Place of the Future (WOTF)

Pilot study company profiles

These are confidential to the PMA report
any requests for access must be made to the PMA at:-

info@publicmediaalliance.org

Section 8: Annex

Reference materials available on request:-

peter@mediaops.net

Date: June 2019