

Turner Broadcasting: Making News with Global Roll-out of Workforce Portal Session #276

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Stavros Liakakos, Knowledge Infusion

- Partner and Vice President of Strategic HCM Services
- Over 15 years of experience in HR and HR Technology
- Knowledge Infusion is a strategic consulting organization, working with over 170 clients on HR and Talent Management Technology Strategy
- Recognized by IHRIM as 2007 Partner of the Year



Jeff Madsen

- Director, HR Technology and Metrics
- 13 years with Turner



- Turner Broadcasting System, Inc. (TBS, Inc.), a Time Warner company, is a major producer of news and entertainment product around the world and the leading provider of programming for the basic cable industry.
- TBS, Inc. is based in Atlanta, GA, and employs more than 12,000 people worldwide.

Agenda

- Creating HR Technology Strategy
- Deployment Excellence – Positioned for Success
- Changing Expectations
- Turner HR Technology Roadmap
- Turner Employee Portal
 - Business Objectives
 - Project Background
 - Site Features @ Launch
 - Brand and Demo
 - Roll-out Plan
 - Results
 - Lessons Learned
 - Future Roadmap
- Questions & Discussion

Alignment is Critical

Overall Corporate Goals and Strategies

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graph TD; A[Overall Corporate Goals and Strategies] --> B[HR Objectives, Goals, Strategies]; B --> C[HR Technology Strategy];
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The diagram consists of three vertically stacked rectangular boxes with a 3D effect. The top box is green and contains the text 'Overall Corporate Goals and Strategies'. A grey arrow points downwards from the bottom center of the green box to the top center of the middle box. The middle box is blue and contains the text 'HR Objectives, Goals, Strategies'. Another grey arrow points downwards from the bottom center of the blue box to the top center of the bottom box. The bottom box is dark blue and contains the text 'HR Technology Strategy'.

HR Objectives, Goals, Strategies

HR Technology Strategy

One out of Eight Couples Married in 2006 Met Online.

MySpace is the 11th Largest Country in the World.

The Number of Text Messages Sent each day exceed the Total Population of Earth.

2.7 Billion Google Searches Per Month.

DECEMBER 25, 2006 / JANUARY 1, 2007

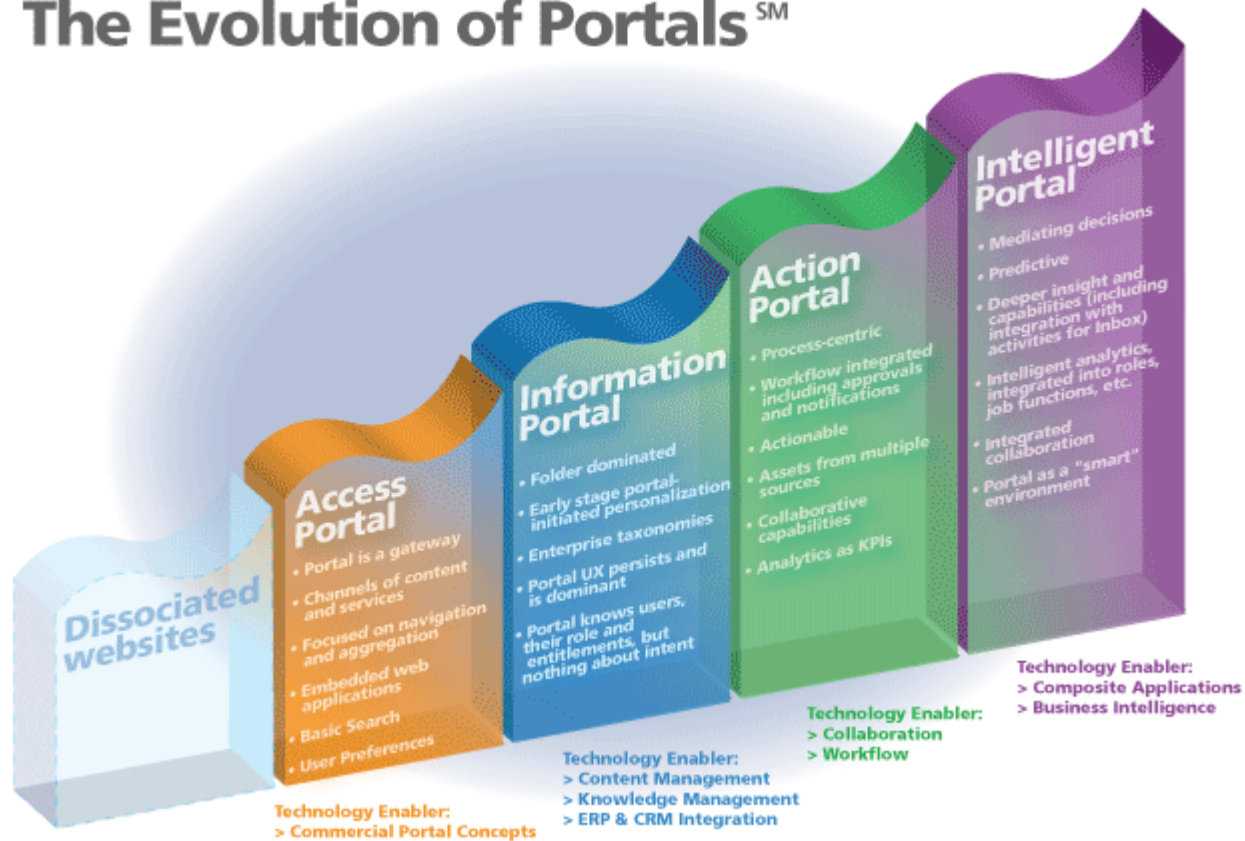
www.time.com



Role of the HR Portal



The Evolution of Portals SM



Understanding the Portal Concept

- Portal is a critical business initiative
 - Necessary to get the ‘right data’ to the ‘right person’ at the ‘right time’
 - Solve ‘info glut’, ‘GUI glut’, ‘Password glut’
- Portal term is frequently abused due to its recent gain in popularity
 - Every vendor wants to be known as a portal-play
 - Creates a great deal of confusion
- A concept – not a technology
- Success involves people and process change management

The Portal Value Proposition

- Increased productivity
 - Reduce time spent searching for information
 - Eliminate information confusion, duplication and inconsistency
 - Eliminate multiple sign-ons and authentications
- Increased effectiveness
 - Enhance communication and knowledge sharing
 - Increase performance by focusing on metrics/results
 - Provide execution of transactions & workflow
- Lower information delivery costs
 - Eliminate report generation and delivery
 - Empower users to author content
- Drive better individual, group, enterprise performance

Drivers of Web 2.0 in the Enterprise

Transformation of the Workforce



Enter the Digital Generation

- Tech-savvy
- High bandwidth connectivity
- Multiple devices – blending work and personal computing
- Frustrated with non-integration
- Expectations set by Internet experience
- Desire simplified experience, interaction with applications

Internet Portals Drive Employee Expectations

The iGoogle search bar features the 'iGoogle' logo on the left, a search input field, and buttons for 'Google Search' and 'I'm Feeling Lucky'. On the right, there are links for 'Advanced Search', 'Search Preferences', and 'Language Tools'. Below the search bar, there are navigation links: 'Home', 'What I need to know for Heather', 'IHRIM Today', and 'Add a tab'. On the far right, there are links for 'Select theme' and 'Add stuff'.

NYT > NYTimes.com Home

- [New Data Show Rising Inflation and Slumping Home Values](#)
- [Philharmonic Stirs Emotions in North Korean Concert](#)
- [Familiar Sounds, Unfamiliar Land](#)

washingtonpost.com - Business

- [Varsity Group Agrees To Sale](#)
- [In Shift, Ashcroft to Testify on Oversight Deal](#)
- [Financial Futures](#)

NYT > Business

- [New Data Show Rising Inflation and Slumping Home Values](#)
- [Study Finds Death Risk From Anemia Drugs](#)
- [IBM Stock Buyback Lifts Wall Street](#)

Business: BreakingNews.ie

- [Irish Life pay out €54m in death claims](#)
- [Tourism gets €100m boost](#)
- [Authority mounts search for 'green' firms](#)

strategy+business - All Updates

- [Taming the Urge for Instant Gratification](#)
- [Is "One Share-One Vote" the Best System?](#)

WSJ.com: US Business

- [Consumer Confidence Sinks](#)
- [Broad-Based Drop in Home Prices](#)
- [Ford, Tata Deal Could Extend Ties](#)

WSJ.com: Today's Free Features

- [Dancers Cheer Islamist Defeat](#)
- [The Rise of the 'Citizen Paparazzi'](#)
- [Democrats Diverge on Foreign Policy](#)

Date & Time

The widget displays a digital clock on the left and a calendar on the right. The calendar shows the current date as Tuesday, February 26, 2008, with a grid for the rest of the month.

HBS Working Knowledge

- [Long-Run Stockholder Consumption Risk and Asset Returns](#)
- [First Look: February 26, 2008](#)
- [Sharpening Your Skills: Starting a Business](#)

NPR Topics: Business

- [Mortgage Notices Spike, and So Do Prices](#)

SmartMoney.com

Weather

Minneapolis, MN
26°F

Key Resources for Usability Design

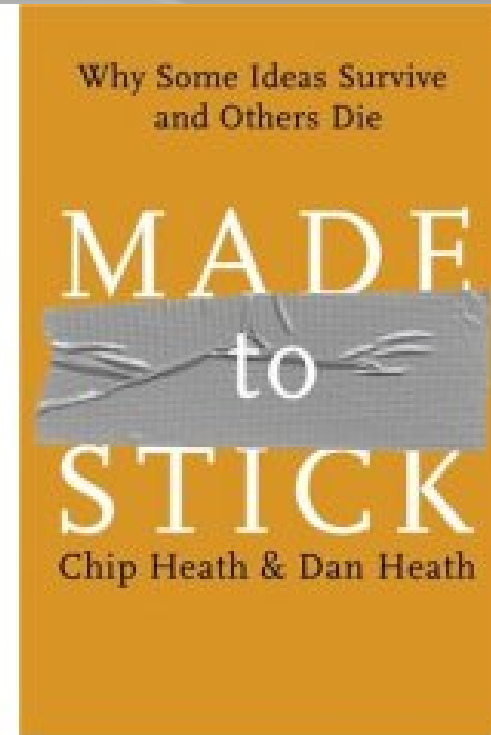
- Engage in dialogue with your web design leaders to impress upon them the importance of usability on the success of your self service initiatives.
- Key industry resources you can name drop to dazzle them with your knowledge of the Human Computer Interaction (HCI) field.
- Jakob Nielsen – www.useit.com
- “Tog” Bruce Tognazzini
- Vincent Flanders – www.websitesthatsuck.com
- Ben Shneiderman – www.cs.umd.edu/hcil



Employees will continue to expect an Amazon.com-like experience.

Chip Heath's "Sticky" Messages

- Simplicity
- Unexpectedness
- Concreteness
- Credibility
- Emotions
- Stories



"Crafting a Message That Sticks: An Interview with Chip Heath," McKinsey Quarterly, Nov., 2007

What Can HR and HRIT Do?

- Create a 2008/2009 Digital HR Strategy
- Find out what Web 2.0 technology your employees are using
- Is IT aligned to support HR?
- Try it!!

Turner HR Technology Roadmap

- COMPLETED
 - PeopleSoft 8.9 HCM Upgrade - 2006
 - Business Process Optimization – 2006
 - Expatriate Services Software Implementation - 2007
 - Employee Portal / Employee Self-Service Implementation - 2007
 - G1 – Global PeopleSoft HCM Consolidation - 2008
 - Integrated Talent Management Vendor Selection - 2008
- IN PROGRESS
 - Employee Portal / Employee Self-Service Evolution
 - Manager Self-Service Implementation
 - Integrated Talent Management Implementation
- PLANNED
 - On-boarding
 - Many more projects...

Employee Portal Business Objectives

- Streamlined, personalized user experience
- One unifying, global employee online brand and one consistent interface
- More efficiency and productivity for employees, managers, and HR/Payroll
- Enhanced functionality and platform for growth
- Driver of HR Transformation

Project Background

- Completed multiple pre-production releases to:
 - Assessed technical fit of PeopleSoft portal
 - Conducted usability testing with increasing sizes of diverse employee populations
- Leveraged in-house talent wherever possible:
 - CNN Marketing
 - CNN.com Usability and Technical Teams
 - Corporate Communications
 - Business Resource Groups
 - Image Management

Site Features – October, 2007 Launch

- Easy, quick, intuitive, one-stop access for employee self-service transactions
- Integrated HR/Payroll content, announcements and calendars of events
- Direct access (Single sign-on) to:
 - 2008 Benefits Open Enrollment via employeeConnection
 - Concur Expenses
 - PeopleSoft HCM/Time & Labor
 - PeopleSoft Financials
 - Learning and Development
 - Performance Management



The Brand & Demo

Roll-out Plan – Communications

- Pre Go-Live
 - Executive and HR/Payroll staff previews
 - Tease Campaign – home mailer and intranet ads
- At Launch
 - All-employee email
 - Giveaway events featuring “*snap* cam”
 - Open Enrollment integration
- Ongoing
 - Integrated into New Hire Orientation
 - Promote new functionality on intranet

Roll-out Plan – Support Options

- Option 1: 24/7 Self-Service Support
 - FAQs and process instructions embedded within *snap*
 - Guided simulations available on-demand
- Option 2: 7-*snap*
 - Users quickly routed to appropriate support group
- Option 3: Email / Web Support

Results – Quick Wins

- Greatly reduced Open Enrollment support volume vs. prior years
- Increased employee productivity via single sign-on, streamlined processes, and elimination of duplicative content across intranet
- Reduced IT footprint by eliminating four legacy sites
- Deployed back-end content management tools for content owners within HR/Payroll to update web content without technical assistance

Results – Bigger Picture Benefits

- Shifted employee mindset towards one of accountability for maintaining accuracy of personal data
- Began leveraging HR data to present relevant, personalized content and transactions to employees
- Positioned HR as web-savvy and an advocate in making processes easier for employees
- Garnered strong interest from business units (CNN) and partner groups (Finance, Properties) for future, targeted portal roles

Lessons Learned

- Employee portal causes re-examination of messaging channels (Corporate intranet vs. employee portal)
- Portal oversight, administration and support duties cross departmental boundaries and require on-going coordination and the definition of new roles
- Don't underestimate the veracity and multitude of opinions on portal brand or the level of effort required to comprehensively implement an online brand
- Once you launch an employee portal, every issue (good or bad) is perceived to be a "portal issue"

Future Employee Portal Roadmap

- Increase breadth and depth of *snap* features – 2008+
- Implement *snap* internationally - 2008
- Enable Manager self-service capabilities – 2008+
 - Manager reporting / analytics
 - On-boarding
 - Employee lifecycle transactions
 - Off-boarding
- Deploy Talent Management apps via *snap* – 2008+

For more information on this topic

Go to www.ihrim.org

Learning Center

IHRIM Publications



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Please complete a session evaluation for
Session 276

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Thank you!