



# **CBC/RADIO-CANADA**

## **Organization Design – Phase 2: Board Update**

November 25, 2015

*Strictly Confidential*



# A YEAR AGO WE ESTABLISHED THE GUIDEPOSTS FOR A STRUCTURE THAT WOULD SUPPORT OUR STRATEGY AND RESPOND TO OUR CHALLENGES

s.21(1)(a)  
s.21(1)(b)  
s.21(1)(d)

Design principles were developed to ensure the new structure drives towards structural outcomes that enable the commitments outlined in, “A Space For Us All”, and address the challenges that threaten to undermine them:

**Enable us to deliver on our strategy**

1

Elevate and enhance enterprise strategic planning and implementation capability

**Drive greater integration while still respecting our audiences and their cultural differences**

2

Promote a consistent vision across the Corporation and to the broader Canadian public

3

Leverage shared capabilities and allow a greater focus on content

**Set the foundation for sustainability and growth**

4

Drive for simplicity, flexibility and scalability

5

Promote cost effectiveness and financial sustainability

**Meet our commitments**

6

Ensure that CBC/Radio-Canada continues to deliver on its mandate and regulatory obligations

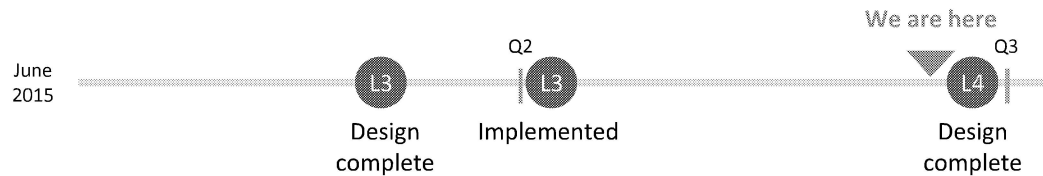
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Build on existing strengths



# SIGNIFICANT PROGRESS HAS BEEN MADE ON THE JOURNEY TO ACHIEVE OUR VISION AND DRIVE GREATER CROSS-FUNCTIONAL COLLABORATION

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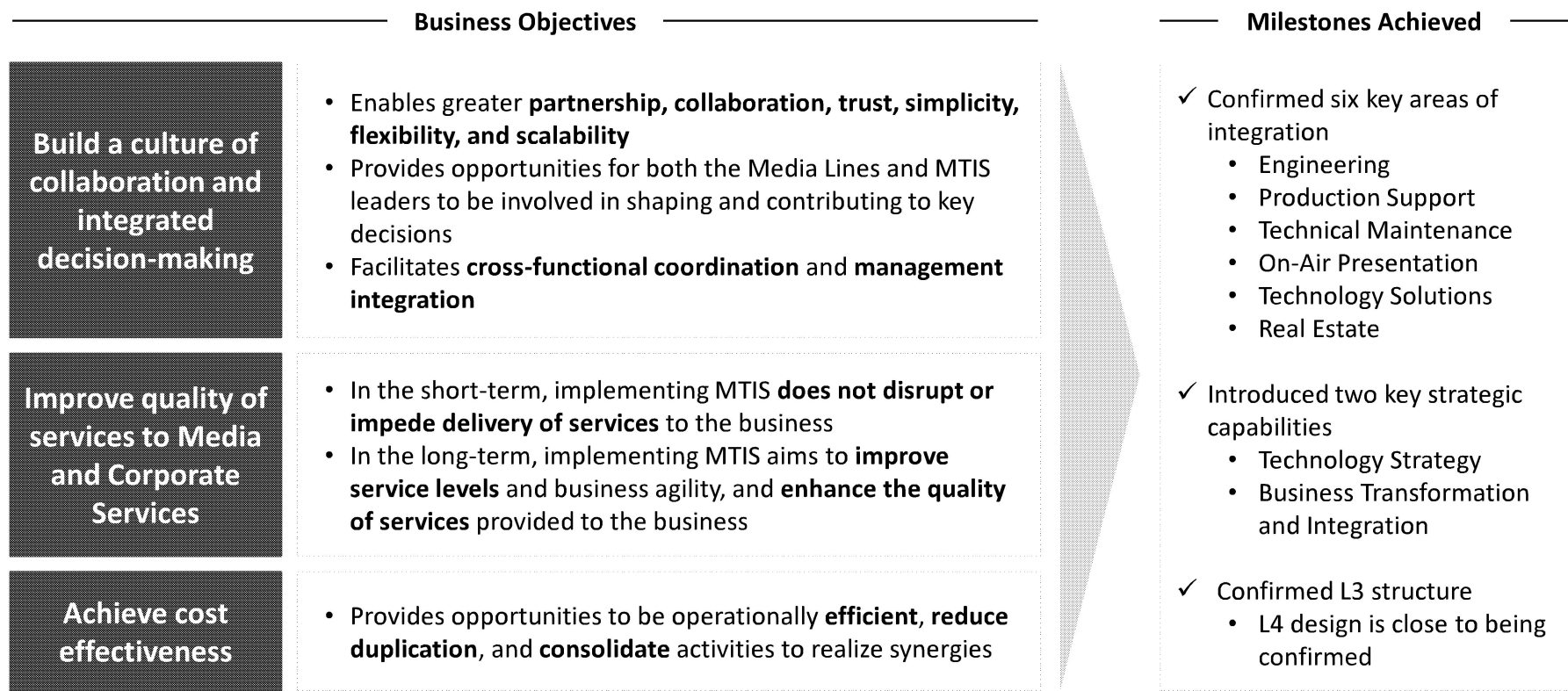


- ✓ **Rebalancing the SET agenda by introducing a third media executive** to lead our technology and infrastructure transformation and drive **constructive tension between content creation and cost effective delivery**
- ✓ **Consolidated accountability for all financial management and reporting** under an expanded CFO mandate
- ✓ **Established new cross-Media Line SMTs in key transformation areas (MTIS and Finance)**, breaking down traditional English Services / French Services silos
- ✓
- ✓
- ✓ **In the process of redesigning select corporate services functions** (e.g., Communications, Enterprise Strategy, People and Culture) to ensure consolidation and/or coordination of “like functions” and alignment with redefined media and MTIS portfolios
- ✓ **Brought together CBC / Radio-Canada’s HR, change management, labour relations, and communications resources to support the implementation** of the design and managing people-related risks



# CREATING AN INTEGRATED, SERVICE-ORIENTED MTIS CAPABILITY TO DRIVE EFFICIENCY AND COLLABORATION IS A MAJOR MILESTONE

Designing consistent infrastructure and technology decision-making involved combining similar activities and common resources. The business objectives below informed the alignment of functional areas to MTIS or the Media Lines:



MTIS will be instrumental in modernizing the CBC / Radio-Canada and ensuring coherent and consistent decision-making in the areas of technology and infrastructure. It is a major milestone on our journey.

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# FINANCE HAS COMPLETED SIGNIFICANT WORK OVER THE PAST YEAR AND HAS A PLAN TO GUIDE ITS TRANSFORMATION JOURNEY GOING FORWARD

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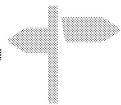
## The Finance Journey



In the Fall of 2014, CBC-Radio-Canada (CBC-RC) undertook an initiative to review and re-define its target operating model for the finance function in order to become a more efficient and effective function.



In the Summer of 2015, an activity analysis was completed to understand the finance and non-finance activities being performed across organizational units, with the goal of facilitating the transition of resources to the Target Service Delivery Model (TSDM).



The results of the activity analysis exercise highlighted the following:



Following this, the Target Service Delivery Model (TSDM) was used to drive the re-alignment of resources within finance and to identify benefits.



A future state organization structure based on the Target Service Delivery Model (TSDM) and feedback from finance leaders was developed for CBC-RC's finance organization.



# FINANCE LEADERS ARE ACCOUNTABLE FOR ACHIEVING THE PROJECT OBJECTIVES AND ARE WORKING TOGETHER TO ACHIEVE THE FINANCE TRANSFORMATION

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s.21(1)(a)  
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## Implementation Approach

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- Projects have been organized into three waves, based on a phased and incremental implementation approach.
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- The finance leaders share overall responsibility for the implementation of the transformation projects, and are supported by a team of core, dedicated resources to deliver the benefits and objectives.



# WE ARE NOW PURSUING THE NEXT LEVEL OF DESIGN; BUILDING UPON THE PROCESS AND GOVERNANCE ESTABLISHED IN THE LAST PHASE

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Continuing on our journey to define our new structure requires:

- **Applying lessons learned** from previous stages to enhance the design process, include but are not limited to the following:
  - Balance the need for input from affected parties with the need for timely decision making and action
  - Embed support resources (e.g., Communications, Change Management, \_\_\_\_\_) directly in the design to accelerate development and execution of implementation / transition strategies
  - Articulate “day in the life” for employees operating under the new structure
- Engaging the next level of leadership/SMEs **in detailed technical design for core areas targeted for consolidation to identify opportunities for further efficiency and collaboration**
- Developing and executing detailed **Change Management, Communications,** \_\_\_\_\_ that enable the design

We will continue to collaborate across the organization:

- **Design Leads will continue to manage the detailed design efforts**, with additional SMT members and subject matter experts engaged when their perspective is required
- SET Members will be engaged to **discuss impacts of design decisions and drive the achievement of our objectives**
- P&C and Communications resources will participate directly in design efforts





# WE HAVE IDENTIFIED RISKS AND DEVELOPED MITIGATION STRATEGIES TO ENSURE THE JOURNEY IS AS SMOOTH AS POSSIBLE

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