

Maxumise and the associated technology tool HRmonise has contributed to the success and survival of the Fiji Television Group.

A success story that shows how a good human capital management (HCM) system can overcome a most difficult situation and still achieve outstanding success, maintaining company viability even in the face of economic and political disaster, entry of a competitor and a local and global shortage of competence.

The Fiji Television Project :

Fiji Television Group (FijiTV) has utilised the Maxumise services and associated technology, HRmonise, since 2001. The Human Capital Management process developed in Fiji Television has really been put to the test in the last two (2) years where Fiji Television has been confronted with extremely difficult business challenges. The robust technology has enabled Fiji Television Group to maintain and utilise a sound Human Capital Management approach in day to day management as well as allowing them to respond to a crisis situation in a structured way. With the HRmonise technology Fiji Television Group has been able to achieve:

1. A robust and well maintained strategic plan:
 - A Strategic Plan structured in a way that has allowed FijiTV to respond to the various strategic trigger events as they emerge.
2. Structures and roles developed ahead of technological and other changes:
 - Current and future structures as well as short term project structures
 - Human Capital changes implemented quickly and effectively
 - Utilising the global structure to minimising the impacts and optimise the operational effectiveness
3. Control the outcomes and corresponding achievements through the performance management system:
 - Quantitative measures developed across all areas of the business including an Organisational Health Index (Staff Climate Survey)
 - Maintaining the human assets – determine where assistance is required
4. Integrate the Human resource programs through the human capital management approach.
 - Programs in Fiji TV are driven from a common driver whether recruitment, role evaluation, development, succession planning etc
 - Balance the operational technology advances with technology required to manage the human capital
5. Develop managers in line with current and future roles.
 - Ensure managers have the required competence to enable them to operate at the required capacity in both current and future roles.
 - International Marketing Institute of Australia has disaggregated six (6) Masters Degrees courses to allow personal competency development programs to be developed in accordance with the HRmonise gap analysis reporting.

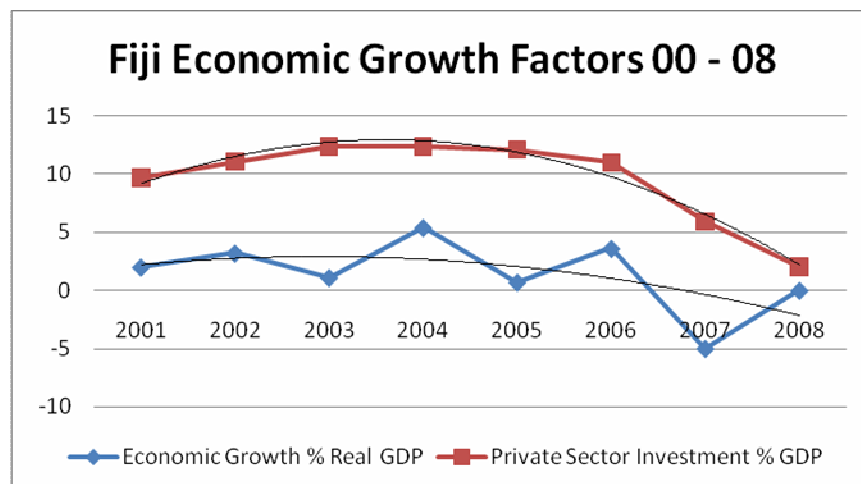
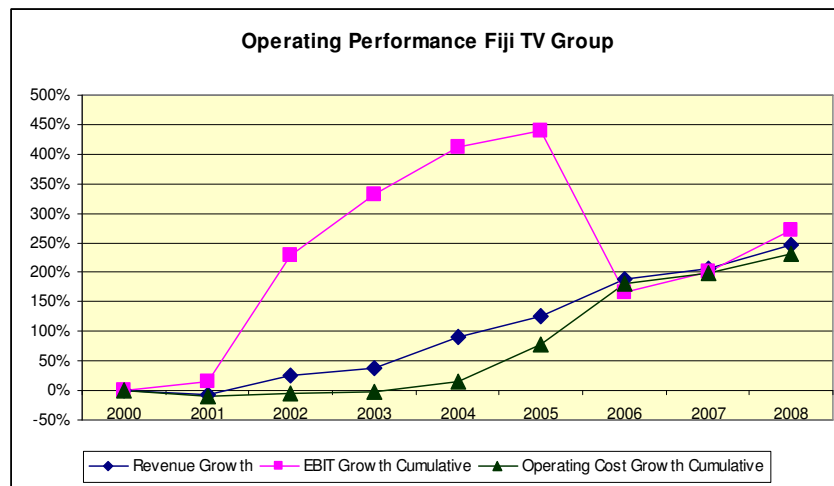
Fiji TV became a registered TV operator in Fiji in 1995 taking over from TVNZ which commenced a service in Fiji in 1991. As a monopoly player Fiji TV performed well but with minimal growth. Following the coup of 2000 Fiji TV was required to take a close look at their operations driven by the licence requirements to provide 80% coverage, being prepared for competition, lose of tax free status and most dramatic the change from analogue to digital operations.

Maxumise became involved in supplying FijiTV management services and associated HRmonise system in 2001.

The human capital management approach and the tools introduced required the strategic direction to be clearly defined to ensure the optimum effectiveness of the system. This strategic direction identified that FijiTV must expand to a regional entity to justify the capital equipment investment. As a regional player in infotainment services, FijiTV quickly recognised that their competitive advantage would have to be smarter management, in particular the balance between traditional business and people management. The HRmonise tool gave them the capacity to design and value structures, employee people based on both current and future needs FijiTV. Further to this the recent events in Fiji has demonstrated that the response to critical business events must include careful and calculated changes to human capital management.

Over the 13 years of operations, FijiTV has achieved growth and technological transition that would make most large enterprises jealous. This success can be attributed significantly to the fact that the “people assets” were managed within a HCM approach/system (HRmonise) and with the rigour at least equivalent to the other assets – finance, inventory, operations etc.

The following graphs show the operating success of FijiTV as cumulative growth since 2000 as compared to the following graph which demonstrates the economic environment in which FijiTV has been operating:



While operating in a difficult environment, Fiji TV has also faced technological hurdles in an aggressive environment; moving from an old analogue system based on terrestrial transmitter infrastructure to a modern, regionally-based satellite system. This has coincided with the deregulation of the industry and competition moving in without the same constraints on coverage or the need to replace a technological base.

Determining the Strategic Direction and Measuring the Success:

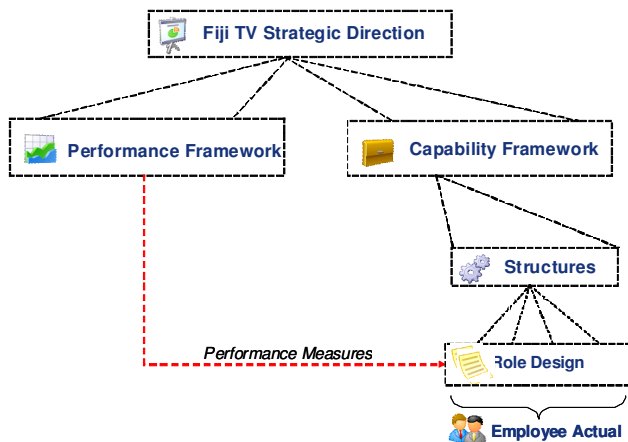
Maxumise’ contribution to Fiji Television Limited growth and capacity to respond to adverse business environments.

As the provider of organisational and human resource methodology and the associated IT system HRmonise, Maxumise Consulting Pty Limited had significant influence over the strategic and business decisions as well as providing the tools to respond to the Human Capital aspects of their business demands.

The key to Fiji Television’s success was attributed to a number of factors:

1. A Strategic Direction that was Clearly Defined and Maintained:

FijiTV engaged Maxumise to develop a strategic planning process that needed to be logical, rigorous and influenced the way the business was managed. Maxumise worked with FijiTV providing and maintaining process which not only established the Vision and Mission but identified the Strategic Direction performance framework and capability framework.



The performance framework is the foundation for the FijiTV performance management system in HRmonise.

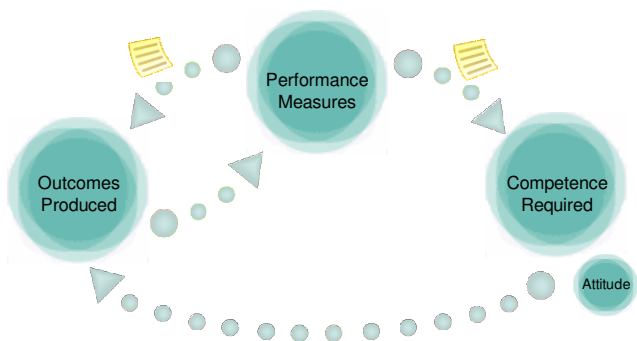
The capability framework is the basis of the FijiTV current and future role structure in HRmonise.

The methodology and software tools became FijiTV’s human capital management tool.

FijiTV has achieved the growth while maintaining a balance between the shareholder return and sustainable business growth rate (average 14% over 8 years). The returns are important as the main shareholder group is the indigenous Fijians.

2. Structure and Role Definition Through HRmonise - defining the expectations:

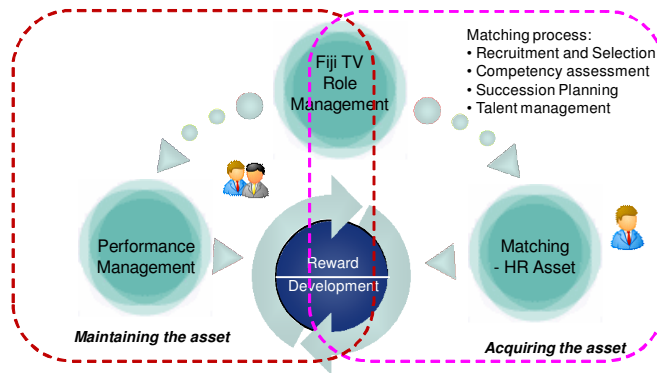
The capabilities developed in the strategic planning process are the basis for the design of current and future structures in conjunction with, or ahead of, the technological change. These structures contained future requirements and in the case of the CEO “designate” in 2004 the design incorporated the



requirements for two (2) years time. Designing and maintaining current and future structures through HRmonise continues to be a key driver for the business.

3. Measuring the Success of the Business through the Performance Management System in HRmonise:

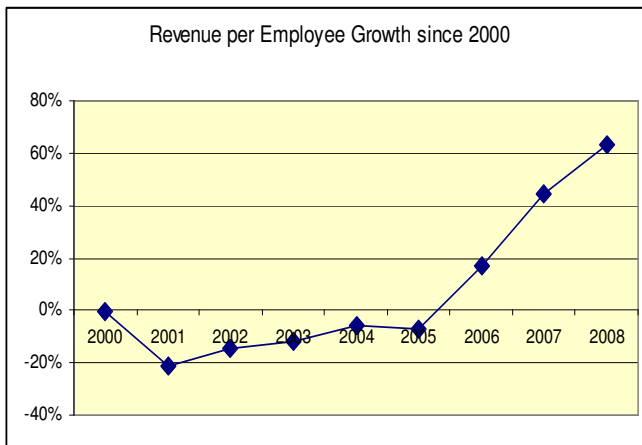
The Performance Management System plays a key role in the achievement of FijiTV success. The HRmonise role design process by Maxumise is outcome-based and incorporates the “standard of the outcome” i.e. performance measures.



The performance measures in HRmonise are linked back to the Performance Framework (from the strategic direction above).

The envelope feature of the Maxumise methodology assists in the definition of the expectations. This HRmonise capability defines the level of performance expected from a competent person as well as the upper range of the envelope (high stretch) and the point where we do not want to go below and where intervention is required.

The performance management system is the maintenance of the human asset. As in the matching process, both reward and employee development are an outcome of Fiji TV’s performance management in HRmonise.



The graph shows how Fiji TV has achieved a growth in revenue per employee. This has been achieved through:

1. Management of the structures and responding to situations
2. Developing the people to be competent to handle the new technological challenges and growth.
3. Managing the expectations through the performance management system.

The development of the top three (3) management bands of Fiji TV has become critical in developing both current and future competence/capacity. The International Marketing Institute of Australia (IMIA) specialises in postgraduate education for senior executives. The IMIA utilises the competency gap analysis from HRmonise to develop the personal development program. These personal developments are selected from the various disciplines and are not bound to a single discipline say MBA in Marketing. <http://imia.edu.au/>

This association between IMIA and the HRmonise clients provides tailored development programs which are economic with timely delivered online.

4. Outcome-Based Competencies in HRmonise:

Outcome-based competencies were introduced to FijiTV at an early stage and provided the measurement of the role contribution by size and value. Individuals can also be assessed and a size and value compared to the defined expectations whether against the current role, another existing role or a future role. This feature of HRmonise became invaluable in assessing the suitability of the incumbents at an early stage.

While the performance measures define the standard of the outcome the outcome-based competencies enables the identification of the competency and level of complexity required to produce the outcome at the defined standard.

5. Acquiring the Human Assets through HRmonise

Fiji TV is utilising the “acquiring of human assets” (see diagram in 3. Measuring the Success of the Business through the Performance Management System in HRmonise). This acquiring of assets is the comparison of the people against the specification defined in the Role Management process. The Matching Process utilised by FijiTV includes:

1. Recruitment and selection
2. Competency assessment
3. Succession planning
4. Talent management

While turnover has not an issue for FijiTV, getting the right people into the redesigned roles is critical and managed through HRmonise. Where the gap was too large for development, employees are redeployed.

The HRmonise recruitment procedure is based on the role expectations. The expectations form the basis for shortlisting, the interview questions and for scoring the applicants. These applicants are sized and valued against the ideal role and gaps identified. Where competency gaps are identified, FijiTV provides development plans with their letters of offer

In both performance management and recruitment the assessments are two fold, firstly what should be the reward and secondly what are the development needs. The increased efficiency shown in the revenue per employee growth has largely been the result of the staff development focus in FijiTV.

6. Involvement of the FijiTV Employees:

HRmonise is a web based tool and therefore can be accessed by users where ever they are in the region.

HRmonise addresses the main areas of HCM by:

- a. Defining the role and therefore providing employees with a clear understanding of expectations from the outcomes to the quantifiable performance measures. FijiTV employees all have a comprehensive role description.

- b. Rewarding employees fairly and transparently for the “expected” contribution (base salary) and also for contribution above this in performance reward. Potential performance pay ranges from 7.5% of base at support levels to 25% at senior levels.
- c. Establishing the applicant’s worth against the role and identifies what development is required. This is a transparent process and employees requiring development have this defined in the Letter of Offer i.e. before they accept the appointment or promotion.
- d. Providing an understanding of how each employee contributes to the business by incorporating the performance measures into each FijiTV employees role description expectations.

Fiji Television Limited is a licensed HRmonise user. Maxumise provides the support for the system and methodology and strategic planning resources.