

Organizational Structure

Acme Media Corporation

Recruiting Division

Research Produced by...

KGTiger™

Acme Media



**ORGANIZATION STRUCTURE
RECRUITING**

Contents

Research Methodology 3

Organizational Structure - Worldwide Recruitment & Executive Search 5

Key Findings - Domestic / International Hires 6

Areas of accountability based on the titles (by functional areas): 7

 1. Executive Management 7

 2. Research & Market Intelligence 7

 3. Executive Search (VP& above) 8

 4. Regional Team (Mid-Management Recruitment) 8

 5. Corporate Recruitment 9

 6. International 10



Research Methodology

Project Scope:

Research and identify all recruiting titles of Time Warner, map talent, and create an organizational chart. Following activities were performed to build the organizational chart:

Identification:

- Mine internet sources including networking sites and job boards to gather intelligence
 - Deep web (announcements, information published about Acme Media and relevant recruiting organization members)
 - LinkedIn profiles (connections, recommendations, viewers of the profile)
 - Company careers page (job search)
 - Job postings (indeed and other web postings)
 - Monster resumes
- Identify and list key employees in the hierarchy [*Titles at all levels from the recruiting operation of Acme Media were targeted.*]

Talent Mapping:

Reporting relationships for various titles identified were substantiated by the data collected in web. When substantiation is unavailable, current responsibilities of the designation will be identified and reviewed and an organizational logic is used to complete the chart.

Reporting Structure

- Shirely P Lanhorn, EVP of Administration left the company and joined EAPN (in 2009); Edwin R. Maxwell, Chief Financial Officer has assumed (administration) the roles previously held by Shirely P Lanhorn
- Martha Comberbatch, SVP, Worldwide Recruitment & Executive Search reported to Shirely P Lanhorn, EVP of Administration who left the company. She currently reports to Edwin R. Maxwell, CFO & Administrative Officer
- The seven functional areas managed were identified from a presentation prepared by Martha Comberbatch for HRE.com ([click here](#)). Functional areas under recruitment include:
 1. Senior Level Search (VP & Above)
 2. Strategic Sourcing
 3. Research & Market Intelligence
 4. Recruitment Operations
 5. Regional Team (Mid-Management Recruitment)
 6. International
 7. Dedicated Corporate Recruitment (All Levels)
- Functional area "International" is a satellite office based in London, launched to support Acme Media's overseas operations
- Of the seven functional areas the 'Strategic Sourcing' function is currently part of their dedicated corporate recruitment and Enterprise-Wide Initiatives
- Director, Strategic Sourcing reports to the Managing Director of Corporate Recruitment & Enterprise-Wide Initiatives
- Following business unit namely CCC, Weiner Brothers, Masstime, Unit Inc, each has its own Directors of Sourcing
- Organization chart is developed based on this information, we believe is as the organization appears today



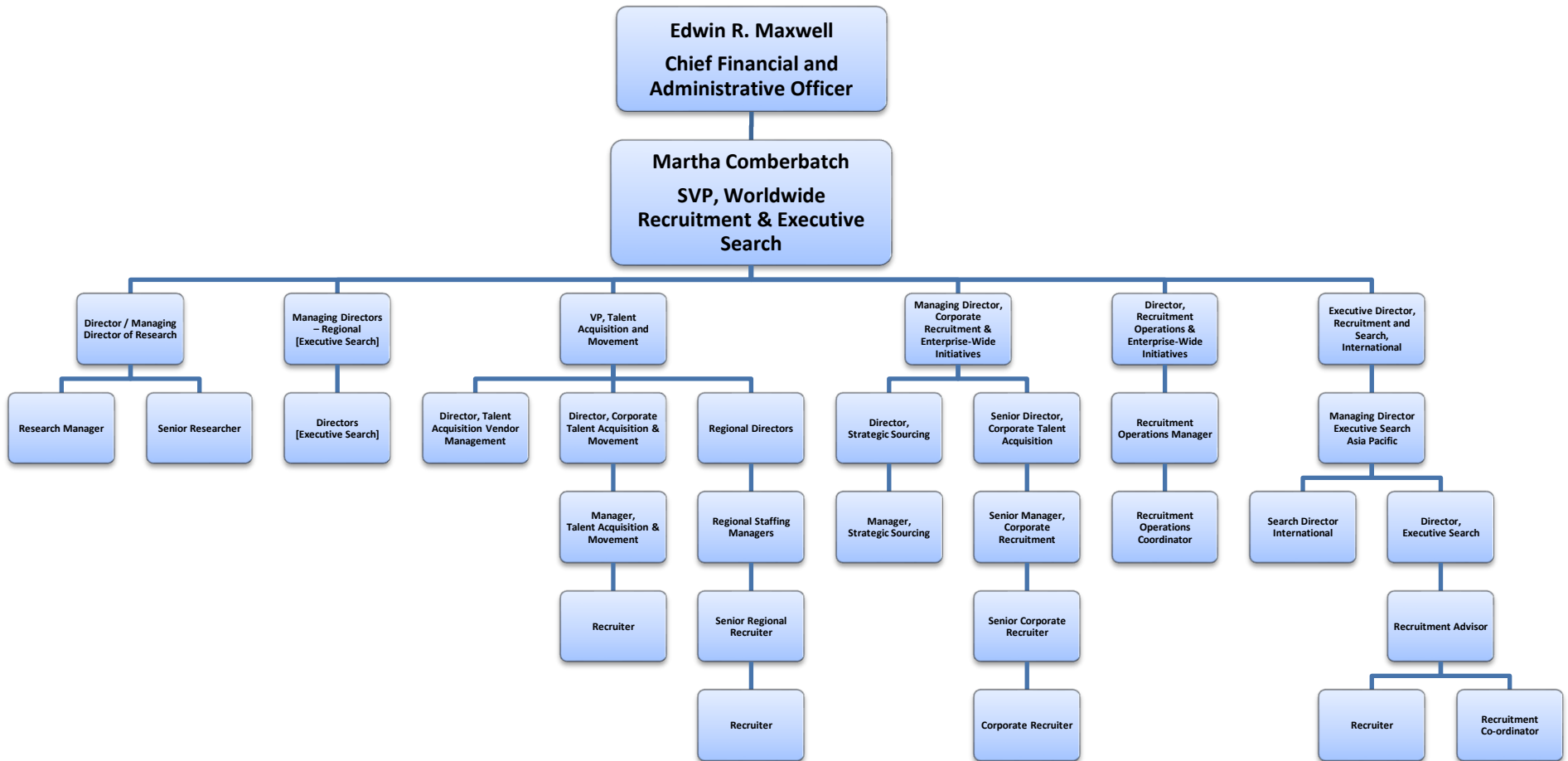
Organization Structure Recruitment & Executive Search

Title	Name, profile & contact data
Chief Financial and Administrative Officer	LINK
SVP, Worldwide Recruitment & Executive Search	LINK
VP, Talent Acquisition and Movement	LINK
Managing Directors – Regional [Executive Search]	LINK
Managing Director, Corporate Recruitment & Enterprise-Wide Initiatives	LINK
Managing Director Executive Search Asia Pacific	LINK
Executive Director, Recruitment and Search, International	LINK
Senior Director, Corporate Talent Acquisition	LINK
Director of Executive Search	LINK
Director, Recruitment Operations & Enterprise-Wide Initiatives	LINK
Director / Managing Director of Research	LINK
Directors [Executive Search]	LINK
Director, Talent Acquisition Vendor Management	LINK
Director, Corporate Talent Acquisition & Movement	LINK
Director, Strategic Sourcing	LINK
Search Director International	LINK
Regional Directors	LINK
Manager, Talent Acquisition & Movement	LINK
Senior Manager, Corporate Recruitment	LINK
Regional Staffing Managers	LINK
Manager, Strategic Sourcing	LINK
Recruitment Operations Manager	LINK
Research Manager	LINK
Senior Researcher	LINK



Organization Structure Recruitment & Executive Search

Organizational Structure Worldwide Recruitment & Executive Search (best viewed in 150% zoom)





Findings - Domestic/International Hires

KEY FACTS

- 270 recruiters globally, the recruitment organization was reorganized (centralized) in 2005
- Utilization by all divisions
 - 1,664 Search-Research assignments
 - 500+ global assignments conducted a year at the Vice-President and C-suite levels
 - Process over 425,000 applicants per year
- Cost Savings from in-house executive search reported to be \$48 million
- 39% female hires
- 44% diverse Hires
- Increased internal mobility from 4% to 33%
- Employee growth (2010-2011): 10.66%

EMPLOYMENT TREND

	2011	2010	2009*	2008	2007	2006	2005	2004	2003	2002	2001	2000
Employees	34,000	32,000	31,000	87,000	86,400	92,700	87,850	84,900	80,000	91,250	89,300	88,500

CURRENT RECRUITING INITIATIVE

Under a grant agreement with the state of North Carolina, the company will hire 225 new employees for different departments including accounting, finance, engineering, IT and human resources by 2014. With the addition of these positions, Acme Media Cable will employ nearly 2,800 people in the Charlotte area and more than 6,400 employees across North Carolina. AMC is planning to construct a two-story data center building that allows the company to focus on delivering services for customers with greater effectiveness and reliability and with less cost and environmental impact. The second building is a four-story and 103,500 square foot facility with an estimated completion date of 2013.

SOURCES

1. [heatsource](#)
2. [Vernimmen](#)
3. [David Dalka](#)
4. [HRE-1](#)
5. [HRE-2](#)
6. [HRE-3](#)
7. [Diversity Inc](#)
8. [HRM Report](#)



Areas of accountability based on the titles (by functional areas):

Executive Management

Title	Areas of accountability
Chief Financial and Administrative Officer	Finance, accounting, mergers and acquisitions, internal audit, investor relations, treasury and tax areas, oversight of corporate human resources, corporate social responsibility, employee development and growth, compensation and benefits, worldwide recruitment, philanthropy and security and transportation, launch IT shared services, real estate and HR systems
SVP, Worldwide Recruitment & Executive Search	<ol style="list-style-type: none"> 1. Identifying and fulfilling current and future human capital needs 2. Enterprise-wide search practice 3. Promote global employee mobility 4. Manage entire worldwide (all divisions) recruitment and executive search team

Research & Market Intelligence

Title	Areas of accountability
Managing Director of Research	<ol style="list-style-type: none"> 1. Oversee the research team in the executive recruitment department. 2. Her team participates in the recruitment process for Vice President level and above positions at Acme Media divisions (both domestic and international), including CCC, Weiner Brothers, Mashtime, Unit Inc.
Research Manager	<ol style="list-style-type: none"> 1. Act as the number 2 to support the Director in people management and have oversight of day-to-day work and projects. This person will run point on high level projects such as board level research and overall research presented to Acme Media Corporate executives 2. Manages recruitment research function to support domestic and international implementation and administration of research strategies 3. Research Team for AM WWR as a whole, develops research for VP level and above searches for all of Acme Media to best support the executive search team in conducting talent searches enterprise wide
Senior Researcher	<ol style="list-style-type: none"> 1. Global responsibility for identifying potential passive candidates for Director level and above searches, including name generation, bio creation, talent mapping and market intelligence gathering, to best support the executive search team in conducting talent searches enterprise wide 2. Creating pipelines of diverse pools of talent in anticipation of future openings based on business need, as well as in high turnover and hard to fill areas



Executive Search (VP& above)

Title	Areas of accountability
Managing Directors Eastern & Western – Regions [Executive Search]	<ol style="list-style-type: none"> 1. Develop and execute talent management strategies focused on best-in-class executive staffing solutions across all divisions in the assigned territory 2. Uses its industry-leading operating scale and brands to create, package and deliver high-quality content worldwide through multiple distribution outlets 3. Execute specific high profile senior level searches while serving as a key member of the team on all the global search assignments, projects and other talent activities
Directors [Executive Search]	<ol style="list-style-type: none"> 1. Focus on VP and above executive level search 2. Managing executive recruitment and talent management to Time Warner's family of businesses (CCC, Weiner Brothers, Masstime, Unit Inc.) with Digital Media, Sales & Marketing, Programming & Production, Business Dev, Finance and Technology focus

Regional Team (Mid-Management Recruitment)

Title	Areas of accountability
VP, Talent Acquisition and Movement	<ol style="list-style-type: none"> 1. Driving recruiting results for the assigned region (Eastern or Western), implementing consistent sourcing, selection, and interviewing processes, while attracting top talent and creating a “best places” to work atmosphere 2. Mid-management recruitment in areas including HR, Learning & Development, Accounting/Finance, Tech Ops, Business Services (Sales), etc.
Director, Talent Acquisition Vendor Management	<ol style="list-style-type: none"> 1. Responsible for managing the Contingent Workforce Program 2. Manage third party staffing vendors who provide temporary/contingent workers as well as supporting hiring managers in their temporary workforce needs 3. Objective of the role is to ensure that processes and practices result in effectiveness, efficiency and sound risk management for the organization
Director, Corporate Talent Acquisition & Movement	<ol style="list-style-type: none"> 1. Responsibility for managing all of corporate staffing, as well as a team of recruiters both in and outside of North Carolina 2. Manage corporate staffing needs through full-cycle recruitment for Business Services 3. Recruitment in areas including Finance, IT, Human Resources, Training, Collections, Purchasing, Warehouse/Security by using state-of-the-art recruiting tools/technologies
Regional Directors	<ol style="list-style-type: none"> 1. Manage corporate staffing needs through full-cycle recruitment for assigned region 2. Recruitment in areas including finance, IT, human resources, training, collections, purchasing, warehouse/security by using state-of-the-art recruiting tools/technologies
Manager, Talent Acquisition & Movement	This role will be responsible for creating economic value through improving talent quality, acquisition speed and assisting in the reduction of cost of hire. This position will focus on establishing recruitment processes and programs, increasing visibility of AMC diversity and developing competitive sourcing strategies. This position will manage full recruitment life cycle and lead a talented team of recruiters for the assigned business units including, but not limited to, all technology areas, digital products, finance, legal, and business affairs.
Regional Staffing Managers	Responsible for all aspects of staffing operations, contingent workforce placement and supervision and mgt of application, hiring, payroll, invoicing and custom reporting process



Corporate Recruitment

Title	Areas of accountability
Managing Dir Corp Recruitment & Enterprise-Wide Initiatives	<ol style="list-style-type: none"> 1. Oversee corporate recruitment and enterprise-wide initiatives for Acme Media 2. Manage the dedicated corporate recruitment team
Senior Director, Corporate Talent Acquisition	<ol style="list-style-type: none"> 1. Responsible for strategically overseeing executive client relationships and recruiting support in areas of Media Sales, Programming, Regional Sports and Marketing 2. Manage a team of seasoned recruiting professionals who are remotely distributed and provide counsel and oversight for all recruiting levels and functions
Director, Strategic Sourcing	<ol style="list-style-type: none"> 1. Work closely with WWR search partners to drive and execute strategic sourcing of external and internal talent at the VP levels and above 2. Responsible for creation of executive talent pipelines via direct sourcing and networking internally and externally, assessing and evaluating the talent, and then coordinating proactive introductions of talent to and through the WWR executive search team to ultimately increase their visibility with company executives across Corporate and Acme Media's divisions 3. Leverage job fairs, diversity events and organizations to identify key talent in the marketplace and pipeline for current/future searches and/or for proactive introductions to top level executives throughout Time Warner
Senior Manager, Corporate Recruitment	<ol style="list-style-type: none"> 1. Execute mid to senior level searches within the Acme Media Corporate division and Business Services as well as provide a knowledge base of top-tier diverse internal and external talent 2. Create and develop search strategies and manage each search from start to finish identifying and evaluating top-tier diverse talent internally and externally. 3. Continuously partner with all Corporate departments and Business Services regarding staffing needs, systems, procedures and programs to ensure the most effective recruitment support is provided in order to best hire the ideal candidate in the shortest timeframe 4. Corporate Recruiting areas include: investments, FP&A, finance, investor relations, financial audit, IT, shared services, RE&F, procurement
Manager, Strategic Sourcing	<ol style="list-style-type: none"> 1. Position is responsible for leading key categories within strategic sourcing 2. Develop and implement sourcing strategies 3. Practicing formalized sourcing best practices and abiding by standards and procedures
Senior Corporate Recruiter	<ol style="list-style-type: none"> 1. Provide full service recruiting for Southern Region 2. Provide service level agreements 3. Proactively source and screen candidates 4. Perform salary negotiation, relocation packages, sign-on bonuses 5. Work with hiring manager to determine appropriate job descriptions, salary ranges, and internal equity



International

Title	Areas of accountability
Executive Director, Recruitment and Search, International	<ol style="list-style-type: none"> 1. Support enterprise-wide initiatives across the international territories including internal mobility, workforce diversity, talent management and succession planning 2. Executes senior level search assignments and responsible for filling open positions with top-tier, diverse talent, sourced both internally and externally for Acme Media's international businesses, including CCC, Weiner Brothers, Masstime, Unit Inc. and also Acme Media Corporate 3. International Vendor relationships
Managing Director Executive Search Asia Pacific	<ol style="list-style-type: none"> 1. Oversee international executive search for Asia Pac 2. Manages the international Executive Search team
Search Director International	<p>Executes senior level searches for Acme Media Divisions across all territories as required, with a key focus on European territories outside of the UK and in particular core territories and emerging markets as defined within the overall AM business strategy. Provide a knowledge base of top-tier diverse internal and external talent within said area of responsibility. Creates and develops strategies from concept to completion positioning the Search and Recruitment team to be able to identify top diverse talent prior to positions being opened. Continuously partners with Acme Media International & US Divisional Recruitment/HR Teams to ensure most effective recruitment support is provided resulting in the ideal candidate hire in the shortest time frame</p>
Director, Executive Search	<ol style="list-style-type: none"> 1. Partner with regional business leaders and human resources professionals to identify and fulfill current and future human capital needs throughout the international businesses 2. Responsible for executing senior level search assignments and filling open positions across International territories with top-tier, diverse talent, sourced both internally and externally for Acme Media's international (EMEA and Asia Pacific) businesses, including CCC, Weiner Brothers, Masstime, Unit Inc. and Acme Media r Corporate
Recruitment Advisor	<ol style="list-style-type: none"> 1. Creates, develops and executes search strategies from concept to completion for a variety of roles all UK based businesses. Responsibility for operational activities and initiatives across EMEA and Asia Pacific 2. Junior to mid level recruitment for businesses including interactive services, cable systems, filmed entertainment, television networks and publishing 3. Responsible for identifying and introducing top diverse talent. Continuously partners with hiring managers and the HR Team to ensure the most effective and cost effective recruitment support is provided and results in successful hires in the shortest time Responsible for managing and running the Intern Selection programme consisting of the recruitment of about 30 Interns