



QUALITY CHECK UP & COMPLIANCE AUDIT REPORT WITH ISAS BC-9001



RADIO TV (RTV)




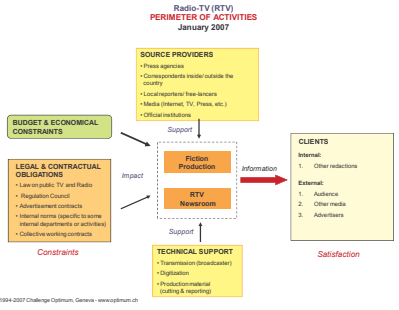
January, 2007



By Prof. Dr. Louis Balme
Dr Magali Modoux
Certimedia/ Challenge Optimum SA

Confidential document, restricted circulation

How to read this report?

	<p>This report results from interviews and workshops conducted within Radio-TV (RTV) by Certimedia - Challenge Optimum SA consultants in January 2007.</p>
	<p>It presents a « satellite view » of the current status of RTV management systems, with focus on the News and production process, as well as the next steps to be achieved in view of improving RTV quality management systems and products.</p> <p>The findings of our consultants are based on 6 participative workshops, 20 self-assessment questionnaires fulfilled by managers and heads of department and around 10 complementary interviews.</p>
	<p>The top management of RTV shares the values of ISAS BC 9001 standard and wants to evaluate how far its management is from the best practices contained in the standard.</p> <p>A second expectation deals with analyse and suggestions to improve the efficiency of internal production processes in a highly competitive environment.</p>
	<p>This document is structured in 6 sections :</p> <ol style="list-style-type: none"> 1- Identification of the parties 2- Facts and data about RTV 3- Summary of the main findings 4- Self-assessment questionnaire results 5- Workshops results 6- Roadmap



1- Identification of the parties

This report deals with the following company:

NAME	RADIO-TV (RTV)	 Address	XXXXXXXXXX XXXXX
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Scope of audit:

Sector / Domain	Focus on News and programme production processes
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Responsible person in the company

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Consultant 2

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Audit date

 Date	xxxxxxx	 Hour	xxxxxxx
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- RTV

Interviewed managers	xxxxx	General Manager
	xxxxx	Newsroom Chief Editor
	xxxxx	Production Chief Editor
	xxxxx	Director of Finance
	xxxxx	Director of Technical Department
	xxxxx	Director of Marketing Office
Workshops participants	xxxxx	Director of Human Resources
	xxxxx	Chief Editor
	xxxxx	Assistant Chief Editor
	xxxxx	Technical staff
	xxxxx	Redactor
	xxxxx	Redactor
	xxxxx	Marketing manager
	xxxxx	Newsroom Chief
	xxxxx	Producer
	xxxxx	Cameraman in chief
	xxxxx	Redactor



- Certimedia

Certimedia is a department of *Challenge Optimum S.A.* (Switzerland), a company with more than 12 years experience and expertise in coaching and consulting companies seeking certifications. It covers a wide range of standards with focus on management systems (ISO 9001, ISO 14001, etc.). *Challenge Optimum S.A.* has also developed its own training institute, specialized in quality management (see www.optimum.ch).

Certimedia is dedicated to help media companies enhance their management systems and their own organisation. Its services cover a wide field, from quality check up to ISAS BC-9001 and ISAS P-9001 preparation to certification. Certimedia is connected to an international network of media professionals and media management specialists, whose language and culture knowledge is fundamental to understand the environment in which each media is working.

Certimedia is mandated by the *Media & Society Foundation* (Geneva), a not-for-profit organisation, governed by a Board composed of eminent media professionals, who developed ISAS BC and P-9001 standards and serve as guarantors of the whole process (see www.media-society.org).



2- Facts and data about RTV

DATAS

RTV offer:

- RTV national television
- RTV national radio
- RTV cultural radio



RTV staff:

- 500 employees, of which:
 - 100 journalists and producers
- 40 correspondents inside and outside the country
- 75 free-lancers (journalists, cameramen and technicians)

RTV status

- RTV is a **public broadcaster**; part of its employees are civil servants, others have private contracts
- The status of RTV is established by the **Law**
- RTV Administration Board & General Manager are **proposed by the National Broadcast Regulation Authority** and formally appointed by the Parliament.
- RTV General Manager has a five years mandate

Financing of RTV :

- **Public and non-profit entity**
- **Yearly budget: € XX millions, of which:**
 - **XX millions from license fee**
 - **XX millions from commercial revenues**



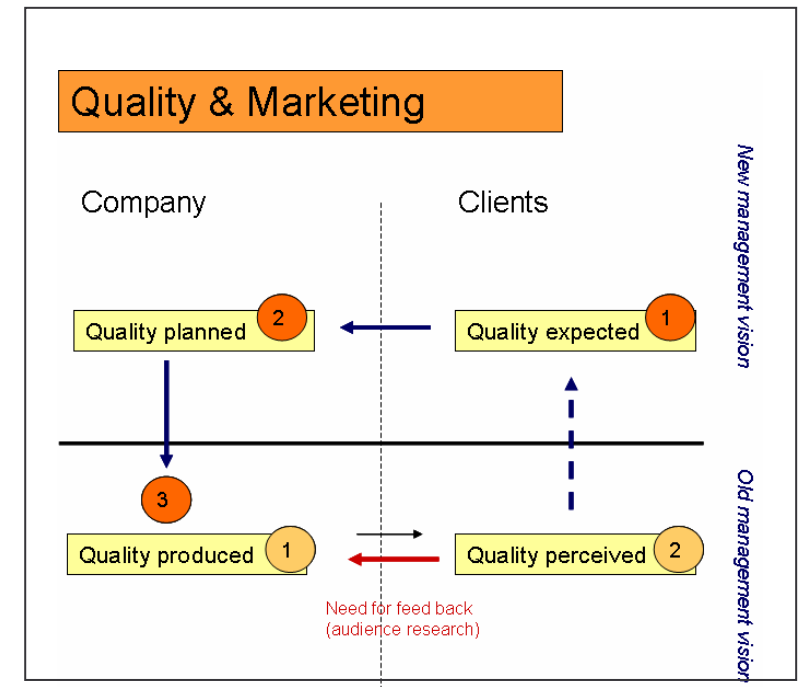
3- Summary of the main findings

POSITIVE FINDINGS

- 1- Very dynamic and proactive top management
- 2- Staff well committed to quality management and continual improvement and aligned to corporate mission
- 3- Transparent organisation
- 4- Lot of quality documents do exist but are not properly formalized and up dated "Broadcasting Code" and "Advertising Code" in place

AREAS TO IMPROVE

- 1- Customer satisfaction too limited to advertisers and sponsors: audience needs and expectations not adequately addressed (cf. joint scheme on quality and marketing)
- 2- Lack of procedures to evaluate the purchased product and the suppliers
- 3- RTV management systems should be better formalized, with clear mission, resources and tools to measure and improve the performance of all RTV processes (see roadmap)
- 4- HR management could be improved: training, performance-linked incentives, internal communication
- 5- IT digitization challenge to proper meet: need for equipment and planning & IT training for all staff



4- Self-assessment questionnaire results

RTV conformity table with ISAS BC 9001:2003 requirements:
Results of 20 self-assessment questionnaires fulfilled by managers

Requirements	Conformity percentage									
	10	20	30	40	50	60	70	80	90	100
4- QUALITY MANAGEMENT SYSTEM										
4-1- General requirements										
4-2- Documentation requirements										
5- MANAGEMENT RESPONSIBILITY										
5-1- Management commitment										
5-2- Customer focus										
5-3- Quality policy										
5-4- Planning										
5-5- Responsibility, authority and communication										
5-6- Management review										
5-7- Corporate social investment										
6- RESOURCE MANAGEMENT										
6-1- Provision of resources										
6-2- Human resources										
6-3- Infrastructure										
6-4- Work environment										
7- PRODUCT DESIGN										
7-1- Planning of product realization										
7-2- Customer related processes										
7-3- Design and development										
7-4- Purchasing										
7-5- Production and service provision										
7-6- Control of monitoring and measuring devices										
8- MEASUREMENT, ANALYSIS AND IMPROVEMENT										
8-1- General										
8-2- Monitoring and measurement										
8-3- Control of non-conforming product										
8-4- Analysis of data										
8-5- Improvement										

Minimum rating to get certified: 75% |



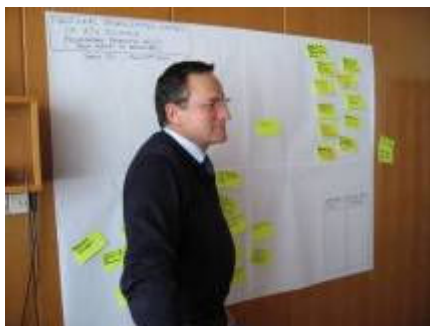
5- Workshops results

5.0. Workshops methodology

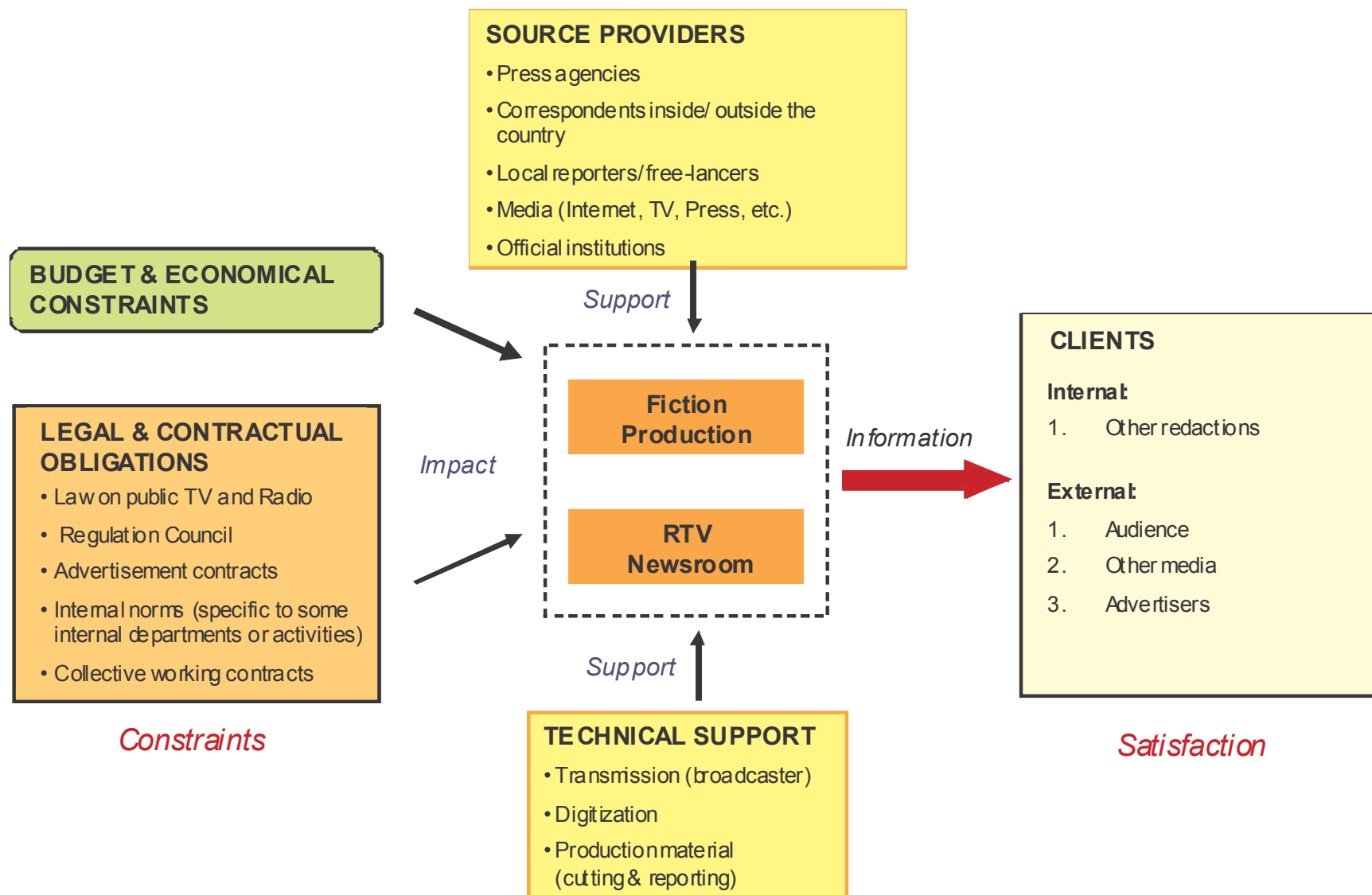
The following documents **reflect the perception of RTV managers, professionals and journalists**. They are the results of six workshops attended by representatives of the whole staff. The used findings and words reproduce what the participants said in their **own wording**.

The workshops dealt with **RTV perimeter of activities**, the strengths, weaknesses, opportunities and threats of the company (**SWOT analysis**), and the critical activities RTV needs to master in order to ensure the success of the News and production processes (focus on activities “to have” and not on those “nice to have”). According to the proved Pareto rules, the critical activities are more or less 20% of all the activities but correspond to 80% of the operational, strategic, economical and technological risks.

The **Functional organisational chart** answers the question “what” (activities), the **Process Diagram** the question “how” and the set of procedures to be written tackles with the question “who”. As an example, the participants worked together on a model of procedure on programming and handling the daily editorial meeting.



Radio-TV (RTV) PERIMETER OF ACTIVITIES January 2007



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RTV News & fiction production

FUNCTIONAL ORGANISATION CHART

January 2007

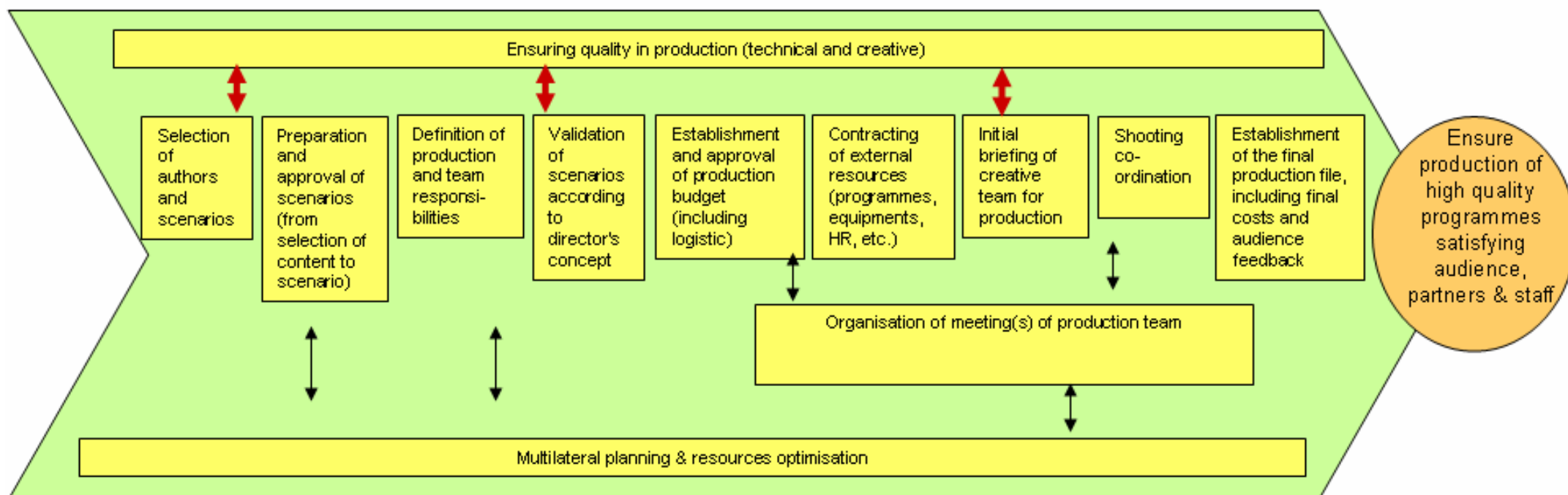
PLANNING	PRODUCTION	RESOURCES	CRISIS MANAGEMENT	MARKETING	QUALITY CONTROL
Planning and handling of daily editorial meetings to ensure strategy of the day and keeping in mind the week	Collection of data	Contracting of external resources (programmes, HR, equipments, etc.)	News management in crisis & special situations	Relationship with marketing department for ad. insertion and audience research	Evaluation of the output (i.e. reporters debriefing, monitoring of radio programmes, etc.)
	News selection & ranking				
	Shooting coordination				
	Choice of proper format	Establishment and approval of production budget (including logistic)			Ensuring quality in production (technical and creative)
Selection of subjects of the day	Selection of authors and scenarios	Budget planning & control			Selection & evaluation of news agencies
Planning HR (journalists and eventually technical staff)	Preparation and approval of scenarios (from selection of content to scenario)	Definition of production and team responsibilities			
Multilateral planning & resources optimisation	Initial briefing of creative team for production	Selection & hiring of free-lancers			
	Establishment of the final production file, including final costs and audience feedback	HR field coordination (journalists and eventually technical staff)			
	Organisation of meeting(s) of production team	IT Coordination			
	Validation of scenarios according to director's concept				

QUESTION: "What are the elementary activities ("need to have" activities) which you need to master (document and control) in order to achieve quality & innovation in our daily operations?"

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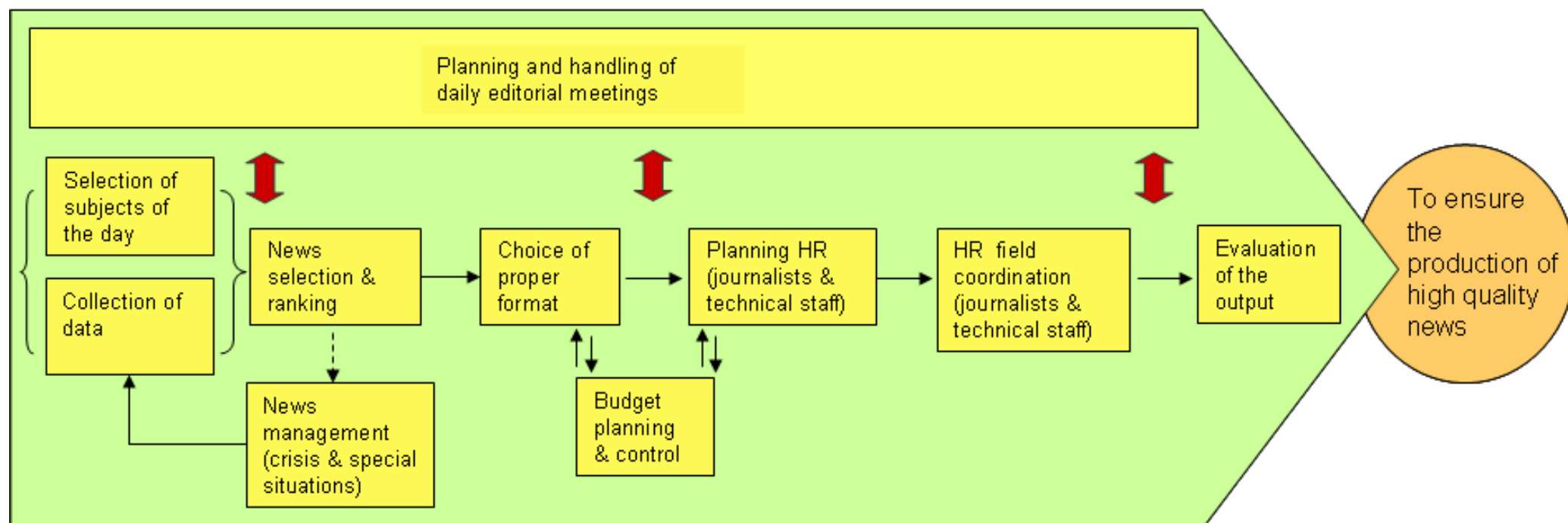
Fiction production sub-process



Interaction



News production sub-process



The News Process articulates the critical activities together in order to produce the necessary flow to deliver News programmes.



STRENGTHS

Good HR	2
Professional knowledge and education	
Good professional knowledge of staff and journalists	
Educational centre	
Good creative potential	
Good financial and technical assets	3
Good technical quality of broadcast (signal, colour, etc.)	
Incomes are stable for the moment	
Variety and quality of programmes	1
Widest range of programmes	
Strong societal involvement	4
Sponsorship of cult. & sport events	
Coproduction and support of cultural items (films, etc.)	

WEAKNESSES

Significant gap between strategy and reality	1
Weak leadership in terms of HR managt (executive managt)	
No clear vision about future (lack of strategy)	
Slow reaction on challenges on media market	
Lack of quality standard	3
Evaluation of prog. outputs (lack of quality standards)	
Age pyramid	4
Average age of employees (>48 for TV, >50 for radio)	
Weak operational management	2
Bad communication from top managt to middle managt	
Communication betw. departments (horizontal)	
Middle managt lacks many elementary skills (media product & process wise); managt problem	
Inappropriate model of organisation (processes, responsibilities etc. not clear)	
Educational focus-group not appropriated	

QUESTION: Based on your knowledge & experience within RTV, what is your vision of RTV swots including the current situation as well as the future?

OPPORTUNITIES

New media paradigm	1
Opportunities digitalisation (for all view points except old staff)	
New media distribution (prime time over...)	
Application of new formats	
Motivation for change through education	3
Education for new knowledge (for ex. digitalisation)	
Staff is motivated for education	
Positive legal & organisational environment	2
Opportunity of benchmark BC 9001 (codes of management)	
New law on media status (search for better efficiency)	

THREATS

Lack of political and financial autonomy	1
New legislation (UE), license fee problem	
Possible change in financing (license, etc.)	
Political and financial pressures	
Unclear perspectives of PSB	2
Unclear position of public service	
Monastery model of public broadcasting	
Going into battle with commercial televisions we can lose our purpose of existence (lack of self-confidence)	
Wrong perception of change	4
Threats multimedia (video on demand, Internet)	
Digitalisation (from old staff view point)	
Involvement in change of top managt and other powerful executives	
Fear of changes at staff level	
Continual weak operational management	3
Control by unqualified people (conflict audits/ ops management)	

Radio-TV RTV: SWOT ANALYSIS January, 2007



5.5. Procedure for planning and handling the daily editorial meeting

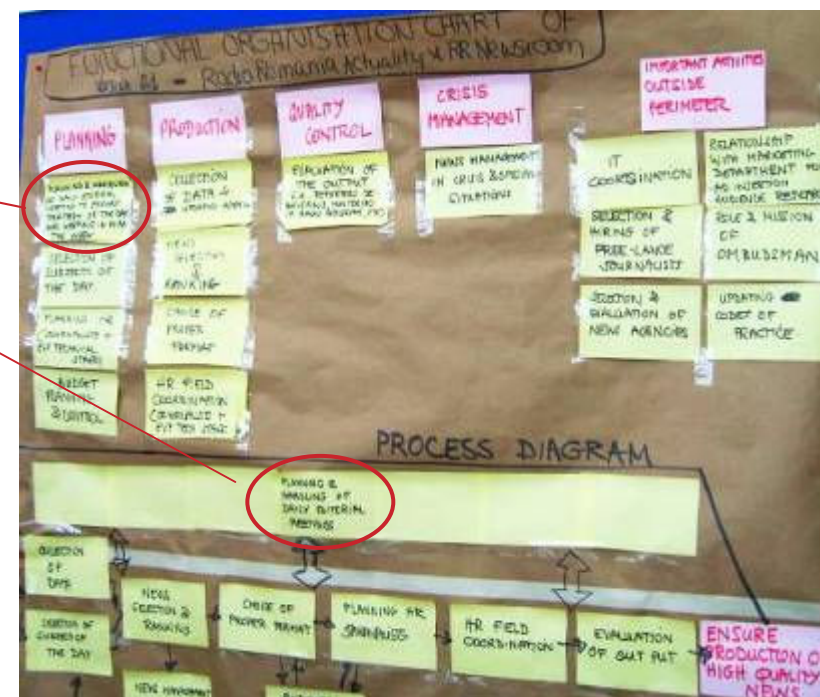
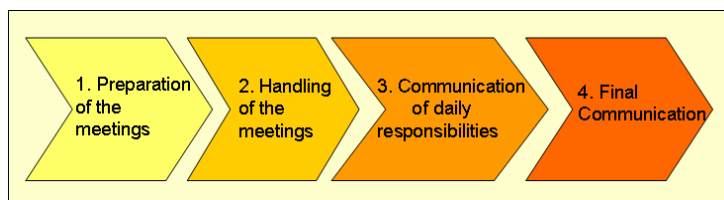
	TITLE OF THE PROCEDURE PLANNING & HANDLING OF DAILY EDITORIAL MEETINGS	Referenc : P-PL -0
		Version : 0.
		Dat : January 2007
		Page : 1 4

Objective

The objective of this procedure is to ensure that the **editorial strategy of the day**

- 1- Is clearly defined, consensually elaborated and diligently communicated to the staff involved in the coverage of daily events
- 2- Follows general editorial objectives of the station as per the programming grid
- 3- Follows the editorial strategy of the
- 4- Is understood and applied by all parties involved.

Phases:



All the defined critical activities (yellow boxes on the photo) should be documented (through a procedure) and controlled in order to ensure the success of the News process.



6- Roadmap

1- Identify and formalise all critical activities (1 month)

2- Define new strategy and organisational structure (One more month)

From the analysis conducted in step 1, deduct and formalize in a consensual way:

- 2-1- A common and shared strategic vision for the future
- 2-2- A new organisational structure well adapted to new strategy and challenges

3- Establish and formalize the new management system: (6 to 9 months)

- 3-1- Establish Quality committee and working groups
- 3-2- Write procedures for all critical activities (20% of all activities representing 80% of the risks)
- 3-3- Build a consensus around professional and quality codes of practice and policies

4- Train managers to quality and project management (Simultaneously with step 3)

5- Improve quality by monitoring and measuring the performance of the systems (Continual improvement)

6- Get ISAS BC-9001 certified (first television, then 3 months later radio)

Geneva, 22nd January, 2007.

Louis Balme



Magali Modoux

