



## **Training: Meeting the Needs of Broadcasters**

(Speech by : Dr. Javad Mottaghi,

-Director, Asia-Pacific Institute for Broadcasting Development -

AIBD)

### **Importance of training**

Our job is different from other jobs. We should love it because it keeps us close to the people. Our responsibility towards public and millions of human beings, who watch or listen to our efforts, is to meet their needs and expectations and to best serve their interest. Content is the biggest difference between Public Service Broadcasters and private channels. We, public broadcasters, treat our audience as citizens and not as consumers.

Our task as Public Service Broadcasters is to develop listening skills in our management cadre rather than speaking skills. Listening to our audience with a view to serve the entire population. In addition to reflecting different cultures, traditions, customs, religions, philosophies and school of thoughts, we have the task of involving various groups within our society, including minorities, in the decision-making process with a view to promoting understanding, tolerance and peace. This calls for participation and contribution of all groups of society in social development.

From the professional point of view, Radio and TV should be centres of excellence to make society (people) information literate and to provide a reference point to the nation at large. Being centres of excellence, requires recruiting the best and the most qualified media professionals - for news, programming, entertainment and infotainment to the technical department and management. The credibility of being a centre of excellence lies on our professional achievement, impartiality and independence and on how best we serve the public interest in a transparent way. A broadcaster is one who tries to learn from the people and try to be at their disposal, and should be in the middle of the inter-active process in society. Such an important task requires life-long-learning and therefore, Human Resource Development is a key to the success of broadcasting organisations.

In today's rapid environmental changes and Hyper-commercialization, with all sorts of

competitions for rating, Public Service Broadcasters have a difficult task in promoting cultural diversity, social values and contributing to national developmental needs. We should admit that education, ethics, awareness of cultural pluralism through local programming and serving the entire public including minorities, are difficult tasks. But there are ways to remove these difficulties – training, training and training. To my mind, Human Resource Development should be given the first priority in our management system. Staff training should be considered as investment and not as expenditure.

## **Challenges**

Broadcasters are facing many challenges in Human resource development. For example:

- Ø High-level management do not pay serious attention to training,
  
- Ø Appointments in the training department are not based on qualification. Personnel, who are not being offered any position in other departments, will be positioned in the training department,
  
- Ø Lack of budget for in – house training,
  
- Ø Environmental changes; (technology, legal, finance, structure, content & ways of distribution...) requires media professionals to be multi-skilled as the existing professions will disappear and new professional profiles appear.

## **Solution from a regional perspective:**

How does AIBD respond to these challenges?

1. Developing and accepting a new strategic plan with a new vision, mission and objectives and changing the structure of AIBD in response to the new media environment
  
2. Awareness building among policy makers / decision makers to pay the required attention to training
  
3. Promoting the fact that training is investment and not expenditure
  
4. Securing core funding from members
  
5. Stepping up PR with funding agencies to secure support for training activities

6. Introducing lean management within the Institute,
7. Ensuring the support of top professionals
8. Collaboration with Training Centers
9. Management training/updating
  
10. Organizing training courses, workshops, seminars & conferences for media professionals, managers, opinion leaders, politicians etc.
11. Carrying out research, collecting information (e.g. media law, legal and financial models, etc) and disseminating information
12. Application of new technologies and methodologies such as self-training multimedia CD-ROMS for HRD, to reduce the costs in the long run
13. Introducing Distance Learning through Internet to be in constant contact with our member organisations

**Some of the new initiatives:**

AIBD has in recent years, taken some new initiatives to meet the needs of the new environment:

Strategic Planning in Broadcasting

Accountable management

Emphasis on some areas: Media management, ICT and its impact on Broadcasting

More projects in leadership& management skills for women broadcasters

New Media, New technologies, going to digital

Preservation of heritage through digitizing Archives

Audience Research in Program planning

Marketing & Fund raising for PSB

Strengthening Radio & TV for producing Children Programs locally

Regional Campaign against HIV/AIDS

Globalisation & Cultural Diversity

Reporting on Religions, Religious Understanding,

Peace reporting, peace journalism, Conflict resolution/prevention

World TV Award 2005 Contributing to Conflict resolution

Special World TV Award on Promoting Religious Understanding

### **A few principles for a regional Institute:**

So what makes an organisation like AIBD tick?

1. A regional Institute like AIBD should respond to developmental needs of members by finding accurate data on their developmental needs through research and needs analysis. We should be able to answer the question of “what is in it for our members”. Our existence depends on the service that we are offering. Our existence depends on our innovation and the quality of our service focusing on members’ benefit
2. Emphasizing on Institutional training, establishing local training centers, training of trainers - rather than training individual broadcasters enabling them to run training /activities in their local language
3. Evaluation of all training activities and continuous quality improvement...
4. Providing the opportunity for participants to share what they learn from a regional activity with their colleagues back home
5. Advocacy for including training in staff promotion.
6. We should also take the diversity in population, economy, policies and politics into consideration

As I said earlier, our important task requires life-long-learning to know how best the interest of our various target groups could be served.

---

Javad Mottaghi,  
Director, AIBD