



HRD MASTER PLAN

2005 - 2010

BHUTAN BROADCASTING SERVICE CORPORATION LTD, P.O.BOX 101, THIMPHU BHUTAN

Phone: +975 - 2 - 323071, 322600, 322614, 323072, 322770, 322861, 322862, 322866

Fax: +975 - 2 - 323073, E-mail: bbs@druknet.bt



འབྲུག་རྒྱུང་བསྐྱུགས་ལས་འཛིན།

BHUTAN BROADCASTING SERVICE CORPORATION



MESSAGE

Bhutan Broadcasting Service Corporation (BBS) is marching forward with initiatives that would enhance its performance in the months and years to come. Radio and television airtime expansion, finer programme outputs, and major plans such as the nationwide TV coverage via satellite- are steps of improved performance. With all this in place, BBS is all set to become a professional media organization.

Commitment to the development of human resource has long been central to every organization. Human Resource Development (HRD) plays an integral role in developing individual potential and as a result fosters increased commitment and motivation.

I am pleased to know that BBS has this final version of Human Resource Development (HRD) Master Plan. This important document takes into account the existing needs for training and upgrading the skill and expertise of media professionals. I would like to thank the Danish International Development Agency (DANIDA) and the Asia-Pacific Institute for Broadcasting Development (AIBD) for their financial and technical support in preparing the HRD Master Plan 2005-2010.

I am confident that the implementation of the HRD Master Plan 2005-2010 will provide timely opportunities suitable in guiding and supporting the much needed growth of media professionals in the Kingdom.

Tashi Delek !

(Lyonpo Leki Dorji)
Chairman, BBSC Board of Directors
&
Minister for Information & Communication



འབྲུག་རྒྱུ་བསྐྱུག་ལས་འཛོམས།

BHUTAN BROADCASTING SERVICE CORPORATION

ii

Acknowledgement

The Bhutan Broadcasting Service Corporation (BBS) is indebted to the Danish International Development Agency (DANIDA) and Asia-Pacific Institute for Broadcasting Development (AIBD) for their financial and technical support in various areas of capacity development. I would like to thank DANIDA Project II and the Friedrich Ebert Foundation of Germany for giving us generous funds to prepare the HRD Master Plan 2005-2010.

The consultants from AIBD, Human Resource Manager, Mr. Wilfred Solbach and Programme Manager, Mr. Joseph Marcel, and an Associate Professor of Sukhothai Thammathirat Open University in Bangkok, Ms. Bhilaibhan Pukahuta carried out an in-depth study on the manpower structure, training needs, job specifications and strengths and weaknesses of the BBS from 30 August to 10 September, 2004 in Thimphu.

I would like to thank the consultants for providing their time and expertise, not to mention their keen enthusiasm in carrying out the study. I would like to express a special thank you to Dr. Javad Mottaghi, Director of the AIBD for his continued support to BBS. Dr. Mottaghi was instrumental in bringing out this important document.

The HRD Master Plan 2005-2010 is a comprehensive document covering the HRD planning needs including the future manpower requirements. It incorporates all the training to be provided out-of-country and in-country. This document will strengthen the overall capability for human resource management and development. In doing so, BBS will gain concrete steps toward achieving its goals.

And, finally, I would like to thank the BBS staff for their contribution and co-operation in the preparation of the HRD Master Plan 2005-2010. This document will guide and support the goals and aspirations of BBS in the coming years.

(Mingbo Dukpa)
Managing Director

Place : Thimphu
Date : March 2005

TABLE OF CONTENTS

MESSAGE	i
ACKNOWLEDGEMENT	ii
1. INTRODUCTION	6
2. OBJECTIVES	7
3. TRAINING NEEDS ANALYSIS	
3.1 Methodology	7
3.2 Overview of Manpower and Training Needs	9
4. CONCLUSION	9
5. APPENDICES	
Appendix 1 - Outcome of the SWOT Analysis	10
Appendix 2 - Application of Matrix System to assess training needs	12
Appendix 3 - Total Personnel to be recruited during 2005-2010	13
Appendix 4 - Total Personnel to be trained during 2005-2010	16

1. INTRODUCTION

Bhutan Broadcasting Service Corporation (BBS) - the national public service broadcaster is the only radio and television station in Bhutan. In November 1973, a group of local youth known as the National Youth Association of Bhutan (NYAB) started radio-broadcasting using a 400-Watt short-wave (SW) transmitter. Radio NYAB was absorbed by the government in 1979. Along with the commissioning of 50 KW transmitter and a new studio complex in Thimphu, it officially acquired its current name BBS in 1986. In 1992, by a Royal Decree, BBS was de-linked from the Ministry of Communications and accorded an autonomous status as a corporation. In 1999, BBS introduced one hour of television broadcast for the capital city, Thimphu.

Today, BBS broadcasts daily 15 hours of Radio in four major languages - Dzongkha, Sharchopkha, Lhotshamkha and English, and 4 hours of live broadcast and 4 hours of rebroadcast in Dzongkha and English. Recorded TV programs on a delayed basis are provided by the local cable operators in their respective areas of operation in most of the urban areas of the country. Radio service is broadcast in both frequency modulation (FM) and SW is the most effective media reaching the entire population of the country today. Its conventional programming on agriculture, environment, education and culture remain popular with the rural audience.

BBS has come a long way in terms of programming, airtime expansion, technology and human resource development. It functions as an independent media organization under the Board of Directors and provides radio, television, and news online through the Internet.

Besides plans to expand the TV service through satellite and terrestrial services, establishment of a full-fledged MSO [multi-service operator] system is also underway. Major changes on such rapid pace calls for systematic human resource development. In the coming years, some of the major plans of BBS are:

- * Separation of Radio & TV;
- * Strengthening of Radio services;
- * Construction of national TV Center and nationwide expansion of TV services;
- * Strengthening of regional bureaus and stringer networks; and
- * Establishment of MSO system.

Notable chronology of events since the inception of BBS

- 1973 - A group of local volunteers started the first radio broadcast in Thimphu for an hour every Sunday.
- 1979 - Radio NYAB was absorbed by the Department of Information and changed its name to BBS.
- 1991 - Acquired its first professional setup with the commissioning of 50 KW short-wave stations.
- 1992 - Through a Royal Decree, BBS was de-linked from civil service, granted autonomous status as a Corporation and made responsible to Board of Directors, but continue to receive funding from Govt.
- 1999 - Introduced first TV Broadcast with 1 hour of evening service for Thimphu city.
- 2002 - Added 1 more hour of TV broadcast.
- 2003 - Added 5 hours of radio service and initiated the major restructuring exercises of the corporation.
- 2004 - * 2 hours of TV program added and expanded the airtime to 4 hours.
 - * Expanded TV broadcast service to Phuntsholing through fiber optic network.
 - * FM radio service fully or partially made available to all 20 Dzongkhags besides the SW service.
 - * 5 regional bureaus established and 3 bureaus equipped with production facilities.
 - * Preparation for nationwide expansion of TV through satellite service nearing completion.
 - * HRD Master Plan 2005-2010 finalized.
 - * BBS becomes the national MSO [multi-service operator].

2. OBJECTIVES

At the Bhutan Broadcasting Service Corporation (BBS), priority is placed on human resource development. BBS is mindful of the daunting task that lies ahead especially in the era of globalization and integration of the world. The need for quick strategic decisions and shorter deadlines is the order of the day particularly with the new (cyberspace) dimension encompassing electronics, telecom and computers. Media professionals have to upgrade their skills to keep up with new technology and to compete with foreign productions.

There are forty-five foreign television channels in Bhutan. We are inundated with foreign productions, advertisements and news. In order to compete with these channels, BBS has to produce quality programmes of mass appeal, which in turn will promote and earn revenue. It is, therefore, important that immediate attention is given to developing and expanding the human resource base to meet with the demands.

In-depth analysis has gone into preparing the HRD Master Plan 2005-2010. International consultants were hired to carry out proper study of the organization needs and future demands. The HRD Master Plan 2005-2010 objectives are:

- * Analysis of the detailed manpower and training requirements for the period 2005-2010;
- * Develop a cadre of motivated and competent media professionals through careful scheduling of trainings on a regular basis;
- * Streamline the development of human resource to ensure optimum utilization of limited financial resources and for planned growth; and
- * Monitor impact of the training and maintain database of manpower development.

3. TRAINING NEEDS ANALYSIS

3.1 Methodology

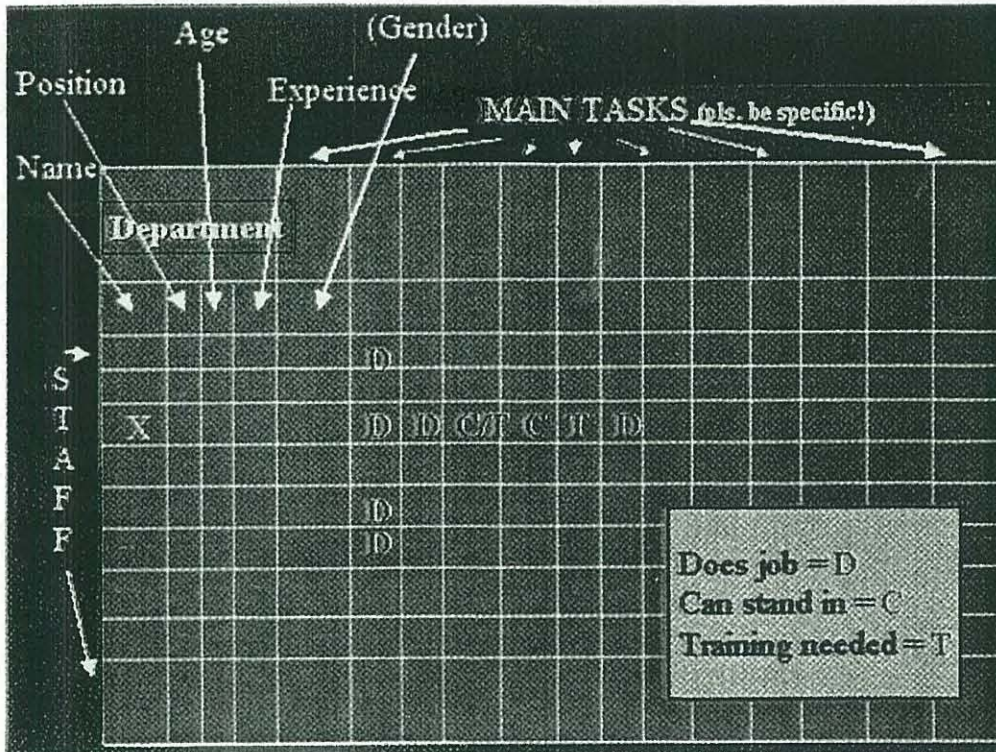
3.1.1 SWOT Analysis

SWOT [Strengths, Weaknesses, Opportunities and Threats] Analysis was conducted for a day to gather data and get an overview of the organization. Preliminary findings are attached as Appendix 1.

3.1.2 Application of the Matrix System

A matrix system, which cross-refers every staff member of a given section, division or department with every task that the department has to handle on a regular basis was used to analyze the training needs. Observations of the daily workflow and inspection of the studios, offices and production equipment, discussions and interviews (groups and individual) on all levels of the organization were also carried out. It is clear that the outcome of such a matrix is only as good as the amount of realism which was used in defining the tasks, and cross-referring of staff to tasks. See Appendix 2 for the sample exercise.

(a) The Matrix System



(b) Outcome of the training needs analysis

DEPARTMENT	AREAS OF TRAINING NEEDS
HRAD	Training organization and management/ inventory management/ personnel information system/ general personnel management.
FCD	Government budgeting/ commercial budgeting/ commercial accounting/ jingles production/ creative directing/ camera/ lighting/ editing/ sound.
PPD	<p><i>Radio</i> Program research/ program planning/ scriptwriting/ narration/ microphone work/ interview techniques/ analogue and digital editing/ hosting and presentation/ live broadcast/ radio drama/ TV scriptwriting / internet research.</p> <p><i>Television</i> Scriptwriting/ camera (shooting techniques)/ sound engineering/ directing/ editing/ video dubbing techniques/ presentation/ cataloguing/ library management.</p>
NCAD	Reporting of daily radio & TV/ news reading of radio & TV /camera/ VT editing/ scriptwriting.
TECHNICAL	Troubleshooting SW, FM and TV transmitters/ repair radio and TV equipments/ transmitter installations/ audio and video measurement/ maintenance of non-linear editing.

A detailed breakdown of the manpower and training needs stretching over the period from 2005 to 2010 is attached as Appendix 3 and 4.

3.2 Overview of Manpower and Training Needs

(a) Manpower Needs

DEPARTMENT	TOTAL		TOTAL PERSONNEL TO BE RECRUITED						
	Proposed Strength	Present Strength	2005	2006	2007	2008	2009	2010	Total
1. Human Resource & Admin	50	46	03	01	-	-	-	-	04
2. Finance & Commercial	15	12	02	01	-	-	-	-	03
3. Program & Production	57	34	09	06	05	02	1	-	23
4. News & Current Affairs	44	21	07	07	07	02	-	-	23
5. Technical Department	56	27	13	13	04	01	-	-	31
6. Pool (a) Camera	33	15	7	3	3	3	1	1	18
(b) Sound	14	4	4	2	1	2	1	-	10
(c) Regional Bureau	19	9	4	3	3	-	-	-	10
<i>Sub-Total</i>	290	168	49	36	23	10	3	1	122

Note: Manpower needs do not reflect those who may resign or retire during the period

(b) Training Needs

DEPARTMENT	TRAINING COURSES	TOTAL PERSONNEL TO BE TRAINED						
		2005	2006	2007	2008	2009	2010	Total
1. Human Resource & Admin	08	02	02	04	-	-	-	08
2. Finance & Commercial	20	05	08	03	04	-	-	20
3. Program & Production	87	28	20	21	10	8	-	87
4. News & Current Affairs	36	11	10	10	04	1	-	36
5. Technical Department	52	19	15	12	03	3	-	52
<i>Sub-Total</i>	203	65	55	50	21	12	-	203

4. CONCLUSION

The HRD Master Plan 2005-2010 serves as a benchmark for streamlining the human resource development. Several ventures such as increasing the quality and quantity of radio and TV outputs require attention and planning. BBS faces a number of critical decisions about its future role and direction. A key area of concern is the development of the staff to meet the future demands of the organization.

With the implementation of the HRD Master Plan 2005-2010, efficient recruitment of new staff, manpower structuring and training of staff will come into place. BBS carried out an in-depth study on the "Training Needs Analysis" of the staff. This study shaped the HRD Master Plan of the organization.

The HRD Master Plan 2005-2010 centers on developing its human resource base. It draws up realistic HRD planning and training programmes for the human resource expansion and development in the next five years. It gives the management the opportunity to foresee the future needs and key areas of focus within the organization. This will greatly benefit in strengthening the overall capability for human resource management. It will also help the staff to remain motivated and committed to accomplish the objectives and to redefine our role as a professional broadcast media organization.