

RESULTS OF THE SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>1. HRAD</p> <ol style="list-style-type: none"> 1. Young staff/ multi-tasking 2. Less bureaucracy 3. Working attitude 4. Management system <p>2. FCD</p> <ol style="list-style-type: none"> 1. Revenue generation 2. Young / qualified staff 3. Multi-tasking of staff 4. Financial manual in place 	<ol style="list-style-type: none"> 1. Transportation problems 2. Selection procedures for trainings 3. Lack of coordination 4. Staff shortage <ol style="list-style-type: none"> 1. Public Broadcaster 2. Not customer friendly 3. Staff shortage/ lack of training 4. Lack transparency 5. Staff not in office 6. Ltd market for revenue out-sourcing 	<ol style="list-style-type: none"> 1. Streamlining of HRD 2. Organizational growth 3. HRD funding 4. Training center facility <ol style="list-style-type: none"> 1. Going nationwide/ worldwide 2. To become financially sustainable 3. Hiring of professional staff/ equipments 4. Media training institute 5. Media Act/ Media Regulations in place 6. TV and Radio licensing fees 	<ol style="list-style-type: none"> 1. Lack adequate support from outside 2. Depended upon govt. subsidy 3. Brain-drain of staff 4. Staff burnt out due to multi-tasking <ol style="list-style-type: none"> 1. Unregulated cable networks 2. Local competitors/ deregulation 3. New technology 4. Free Ads on cable 5. Brain-drain of staff 6. Staff burnt out due to multi-tasking
<p>3. PPD</p> <ol style="list-style-type: none"> 1. Young staff/ multi-tasking 2. Innovative and creative 3. Sponsorship programs 4. New songs & music 5. Support for program production 6. Rich local production materials 	<ol style="list-style-type: none"> 1. Quality programs lacking (TV) 2. Programs lack research 3. Lack planning/ work organization 4. Lack of adequate equipments 5. Exhausted with old songs (Radio) 6. Unable to produce telefilms 7. Lack professional ethics 8. Lack care of equipment 9. Lack specialized trainings/skills 10. Radio & TV together 11. Lack adequate funding 12. Shortage of manpower 13. Too much multi-tasking 	<ol style="list-style-type: none"> 1. Program that appeal to global audience 2. Educate and inform people nationwide 3. National unity, integration & identity 4. National video-video library 5. Huge public support and future growth 6. Growing film industry 7. Revenue through sale of programs 8. Pioneers in TV Production 9. Reduce outside TV channel viewers 10. Media Act/ regulations in place 	<ol style="list-style-type: none"> 1. Brain-drain of staff 2. Loss of quality 3. Lack of specialized training 4. Withdrawal of government subsidies 5. Staff burnt out due to multi-tasking

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>4. NCAD</p> <ol style="list-style-type: none"> 1. Good local coverage 2. Informing the nation 3. Local news very popular 4. Young staff/ multi-tasking 5. Performs well under pressure 6. Professionally qualified 7. Daily News updates 8. Good access 	<ol style="list-style-type: none"> 1. Lack staff specialization 2. Biased stories/not critical 3. Attitude problem/lack coordination 4. Lack discipline in news timing 5. Radio & TV news together 6. Needs more live coverage 7. Low quality of VT pictures 8. Lack wider coverage of issues 9. Lack more regional news 10. Too many part-timers 11. Need more qualified news editors 12. Multi-tasking of staff 13. News updates/ follow-up required 14. Lack incentive/ staff shortage 15. Poor presentation-newsreaders 16. Lack adequate equipments 	<ol style="list-style-type: none"> 1. International presence 2. Wider national coverage 3. Increase airtime slot 4. Diversify news formats/ styles 5. News provider for local channels 6. Media Act/Regulations in place 7. Sponsorship for news 8. Can tap skills from developed org. 9. Viewer-ship through public support 	<ol style="list-style-type: none"> 1. Credibility 2. Quality of News/current affairs 3. Dependent on govt. subsidy 4. Brain-drain of staff 5. Staff burnt out due to multi-tasking
<p>5. TECHNICAL DEPTT</p> <ol style="list-style-type: none"> 1. Enough qualified staff 2. Hard working/diligent/cooperative 3. Young staff/ multi-tasking 4. Good technical support 5. More radio techs than TV 6. Can work under pressure and 7. Backbone electronic media 	<ol style="list-style-type: none"> 1. Specialized trainings required 2. Some staff lack sense of responsibility 3. Lack proper coordination 4. Radio studio neglected due to TV 5. Lack proper distribution of work 6. Too many internal transfers 7. Outdated equipments 	<ol style="list-style-type: none"> 1. Hire of equipment & manpower 2. Satellite transmission 3. Keep updated on new technology 4. Studies in broadcast technology 	<ol style="list-style-type: none"> 1. Brain-drain of staff 2. Cable operators 3. Staff burnt out due to multi-tasking 4. Sustainability 5. Equipment breakdown

APPLICATION OF MATRIX SYSTEM TO ASSESS TRAINING NEEDS

[Finance & Commercial Department]

Legend

D =Does the job, C =Can stand in, T =Needs training, DT =Does the job but needs training, CT =Can do but needs training, T**= Training only when hardware/ software is available at BBS

Sl	Name	Designation	Age	Experience/Yrs	Sex	Qualification	Sales Calls	Translation	Copywriting	Narration	Billing/Collection	Jingle Production	Creative Director	Camera / Lighting	Sound	Editing	Graphic / Animation	Cost Estimates	Customer Visits	Activity Advice	Government Budget	Commercial Budget	Government Accounts	Commercial Accounts	Statement Preparation
1	Ashok Moktan	General Manager	49	1.9	M	BA	C	D		D								D	D		DT	DT			
2	(a) Finance Tshewang Rinzin	Finance Manager	34	10	M	BCom		D	D	D											DT	DT	D	DT	D
3	Wangdi	Finance Officer	39	11	M	RIM					C										DT	DT	D	DT	D
4	Karna Tobden	Accountant	36	4	M	RIM					C										CT	DT	D	DT	D
5	Rinzin Lhamo	Cashier	22	4	F	X					D											D	DT	C	
6	Sangay Wangmo	Bill Collector				RIM					D									C			DT		
7	Sonam Zangmo	Accountant	26	0	F	RIM				CT	D											D	DT		
8	Dorji Zam	Sales Executive	26	5	F	X	DT	DT	D	DT	C	DT													
9	(b) Commercial Zangmo Dukpa	Marketing Officer	23	4	F	XII	DT		D	DT		D	DT					D	D						
10	Lhakpa Dorji	Producer	27	2	M	BBA	D	DT	D	D		DT	DT	CT	T		T**	D	D						
11	Ugyen T Nadik	VE/Producer	28	5	M	XII	D	D	D	D		DT	DT	CT	T	DT	DT**	D	D						
12	Tshering Jamtsho	Cameraman	26	2	M	RTI	D						C	DT	CT	DT									
13	Jigme Dorji	Cameraman	30	5	M	RTI								DT	DT	CT									
14	Kesang Wangchuk	Graphic Editor	39	5	M					C						CT	D								

MANPOWER REQUIREMENTS

1. HUMAN RESOURCE & ADMINISTRATION DEPARTMENT

SI	Post	Proposed Strength	Present Strength	TOTAL PERSONNEL TO BE RECRUITED						
				2005	2006	2007	2008	2009	2010	Total
1	Managing Director	1	1	-	-	-	-	-	-	0
2	PA to MD	1	1	-	-	-	-	-	-	0
3	Planning Officer	1	1	-	-	-	-	-	-	0
4	Legal Officer	1	0	-	1	-	-	-	-	1
5	General Manager	1	0	1	-	-	-	-	-	1
6	Assistant Admin. Officer	1	0	1	-	-	-	-	-	1
7	HRD Officer	1	1	-	-	-	-	-	-	0
8	Civil Engineer	1	1	-	-	-	-	-	-	0
9	Personnel Officer	1	1	-	-	-	-	-	-	0
10	Store Officer	1	1	-	-	-	-	-	-	0
11	Assistant Store Officer	1	1	-	-	-	-	-	-	0
12	Procurement Officer	1	0	1	-	-	-	-	-	1
13	Transport Officer	1	1	-	-	-	-	-	-	0
14	Dispatcher/ Receptionist	1	1	-	-	-	-	-	-	0
15	PABX Operator	1	1	-	-	-	-	-	-	0
16	Gardener/ Sweeper	3	3	-	-	-	-	-	-	0
17	Driver	9	9	-	-	-	-	-	-	0
18	Security Guard	23	23	-	-	-	-	-	-	0
	Total	50	46	3	1	-	-	-	-	4

2. FINANCE & COMMERCIAL DEPARTMENT

SI	Post	Proposed Strength	Present Strength	TOTAL PERSONNEL TO BE RECRUITED						
				2005	2006	2007	2008	2009	2010	Total
1	General Manager	1	0	1	-	-	-	-	-	1
2	<i>Finance Division</i> Finance Manager	1	1	-	-	-	-	-	-	0
3	Finance Officer	1	0	-	1	-	-	-	-	1
4	Assistant Finance Officer	1	1	-	-	-	-	-	-	0
5	Accountant	1	1	-	-	-	-	-	-	0
6	Cashier	1	1	-	-	-	-	-	-	0
7	Bill Collector	2	2	-	-	-	-	-	-	0
8	<i>Commercial Division</i> Commercial Manager	1	1	-	-	-	-	-	-	0
9	Marketing Officer	2	1	1	-	-	-	-	-	1
10	Sales Executive	1	1	-	-	-	-	-	-	0
11	Producers/ Editor	2	2	-	-	-	-	-	-	0
12	Graphics	1	1	-	-	-	-	-	-	0
	Total	15	12	2	1	-	-	-	-	3

3. PROGRAM & PRODUCTION DEPARTMENT

Assumptions

1 hour of TV production would entail a minimum of 150 hours of work and BBS would, at all time, maintain at least 80% of its programming hours with in-house productions.

Item	2005	2006	2007	2008	2009	2010
Total Hours	4 hrs	5 hrs	6 hrs	6 hrs	6 hrs	6 hrs
- News	1 hr 30 min	2 hrs	2 hrs 30 min	2 hrs 30 min	2 hrs 30 min	2 hrs 30 min
- Production	2hr 30 min	3 hrs	3 hrs 30 min	3 hrs 30 min	3 hrs 30 min	3 hrs 30 min

SL	Post	Proposed Strength	Present Strength	TOTAL PERSONNEL TO BE RECRUITED						Total
				2005	2006	2007	2008	2009	2010	
1	General Manager	1	0	1	-	-	-	-	-	1
<i>TV Division</i>										
2	Production Manager	1	1	-	-	-	-	-	-	0
3	Producer	16	8	3	3	2	-	-	-	8
4	Video Editor	5	2	1	1	1	-	-	-	3
5	Light Technician	2	0	-	1	1	-	-	-	2
<i>Radio Division</i>										
6	Production Manager	1	0	1	-	-	-	-	-	1
7	Archive Manager	1	0	1	-	-	-	-	-	1
8	Producer	25	20	2	1	1	1	-	-	5
9	Audience Research Offr.	1	1	-	-	-	-	-	-	0
10	Archive-Doc. Officer	1	1	-	-	-	-	-	-	0
11	Librarian	1	1	-	-	-	-	-	-	0
12	Acquisition Officer	1	0	-	-	-	-	1	-	1
13	Translator	1	0	-	-	-	1	-	-	1
Total		57	34	9	6	5	2	1	-	23

4. NEWS & CURRENT AFFAIRS DEPARTMENT

	Post	Proposed Strength	Present Strength	TOTAL PERSONNEL TO BE RECRUITED						Total
				2005	2006	2007	2008	2009	2010	
1	General Manager	1	1	-	-	-	-	-	-	0
2	Editor	4	2	-	1	-	1	-	-	2
3	Desk Manager	1	0	1	-	-	-	-	-	1
4	Copy Editor/Translator	10	7	1	1	1	-	-	-	3
5	Presenter/ Anchor	2	0	-	1	1	-	-	-	2
6	Reporter	12	5	2	2	2	1	-	-	7
7	Producer [current affairs]	5	2	1	1	1	-	-	-	3
8	Graphics Artist	2	2	-	-	-	-	-	-	0
9	Web Editor	2	1	-	1	-	-	-	-	1
10	Metreologist	1	1	-	-	-	-	-	-	0
11	Video Editor	2	0	1	-	1	-	-	-	2
12	Light Technician	2	0	1	-	1	-	-	-	2
Total		44	21	7	7	7	2	-	-	23

5. TECHNICAL DEPARTMENT

	Post	Proposed Strength	Present Strength	TOTAL PERSONNEL TO BE RECRUITED						
				2005	2006	2007	2008	2009	2010	Total
1	Chief Engineer	1	1	-	-	-	-	-	-	0
2	Executive Engineer	3	1	1	1	-	-	-	-	2
3	System Engineer	1	0	1	-	-	-	-	-	1
4	LAN Administrator	4	1	1	1	1	-	-	-	3
5	Operation Engineer (studio)	2	2	-	-	-	-	-	-	0
6	Station Officer	3	1	1	1	-	-	-	-	2
7	Technicians	14	10	1	1	1	1	-	-	4
8	OB Van & Production Engineer	2	1	-	1	-	-	-	-	1
9	Maintenance Engineer	3	1	1	1	-	-	-	-	2
10	Light Technician	3	0	1	1	1	-	-	-	3
11	Floor Manager	2	0	1	-	1	-	-	-	2
12	Head [TV Maintenance]	1	0	1	-	-	-	-	-	1
13	Junior Engineer	5	3	1	1	-	-	-	-	2
14	Programmer	2	1	1	-	-	-	-	-	1
15	Head [Radio Maintenance]	1	0	1	-	-	-	-	-	1
16	Regional Engineer	3	3	-	-	-	-	-	-	0
17	Vision Mixer	4	2	-	2	-	-	-	-	2
18	Satellite TX	2	0	1	1	-	-	-	-	2
	Total	56	27	13	11	4	1	-	-	29

6. POOL STAFF [professional staff]

Sl	Post	Proposed Strength	Present Strength	TOTAL PERSONNEL TO BE RECRUITED						
				2005	2006	2007	2008	2009	2010	Total
1	(a) Cameraman PPD	10	6	2	-	1	1	-	-	4
2	FCD	2	1	1	-	-	-	-	-	1
3	NCAD	8	4	1	1	1	1	-	-	4
4	Technical Department	7	1	1	1	1	1	1	1	6
5	Bureau	6	3	2	1	-	-	-	-	3
	<i>Sub-total</i>	33	15	7	3	3	3	1	1	18
6	(b) Soundman PPD	6	2	2	-	1	1	-	-	4
7	FCD	1	1	-	-	-	-	-	-	0
8	NCAD	2	0	1	1	-	-	-	-	2
9	Technical Department	5	1	1	1	-	1	1	-	4
	<i>Sub-total</i>	47	19	11	5	4	5	2	1	28
10	(c) Regional Bureau Phuntsholing	3	2	1	-	-	-	-	-	1
11	Gelephu	3	1	1	1	-	-	-	-	2
12	Jakar	5	3	-	1	1	-	-	-	2
13	Kanglung	5	2	1	1	1	-	-	-	3
14	Samdrup Jongkhar	3	1	1	-	1	-	-	-	2
	<i>Sub-total</i>	19	9	4	3	3	-	-	-	10
	Total	66	28	15	8	7	5	2	1	38

TRAINING REQUIREMENTS

1. HRD & ADMINISTRATION DEPARTMENT

SL	TRAINING COURSES	TOTAL SLOTS	TOTAL PERSONNEL TO BE TRAINED						
			2005	2006	2007	2008	2009	2010	Total
1	Human Resource Management	2	0	1	1	-	-	-	2
2	Management of Training Centers	1	0	1	-	-	-	-	1
3	Inventory Management	2	1	-	1	-	-	-	2
4	Personnel Information System	2	1	-	1	-	-	-	2
5	HRD Planning & Management	1	-	-	1	-	-	-	1
	Total	8	2	2	4	-	-	-	8

2. FINANCE & COMMERCIAL DEPARTMENT

SL	TRAINING COURSES	TOTAL SLOTS	TOTAL PERSONNEL TO BE TRAINED						
			2005	2006	2007	2008	2009	2010	Total
1	Government Budgeting	1	1	-	-	-	-	-	1
2	Commercial Budgeting	1	1	-	-	-	-	-	1
3	Commercial Accounting	1	1	-	-	-	-	-	1
4	Jingles Production	2	1	1	-	-	-	-	2
5	Creative Directing	2	-	1	1	-	-	-	2
6	Camera/ Lighting	1	-	1	-	-	-	-	1
7	Sound	1	-	1	-	-	-	-	1
8	Editing	1	-	1	-	-	-	-	1
9	Computer Aided Financial Accounting	2	-	1	-	1	-	-	2
10	Corporate Accounting & Finance	2	-	-	1	1	-	-	2
11	Production of Advertisements	2	-	-	1	1	-	-	2
12	TV Production & Direction	2	-	1	-	1	-	-	2
13	PG in Business Administration	1	-	1	-	-	-	-	1
14	PG in Advertisements & Marketing	1	1	-	-	-	-	-	1
	Total	20	5	8	3	4	-	-	20

3. PROGRAM & PRODUCTION DEPARTMENT

SL	TRAINING COURSES	TOTAL SLOTS	TOTAL PERSONNEL TO BE TRAINED						
			2005	2006	2007	2008	2009	2010	Total
1	Program Research [R]	2	-	1	1	-	-	-	2
2	Internet Research [R]	2	1	-	1	-	-	-	2
3	Script Writing [R/T]	8	2	2	2	1	1	-	8
4	Narration/ Microphone Work [R]	2	1	-	1	-	-	-	2
5	Program Planning [R/T]	2	1	1	-	-	-	-	2
6	Interview Techniques [R/T]	10	2	2	2	2	2	-	10
7	Analogue & Digital Editing [R/T]	4	1	1	1	1	-	-	4
8	Hosting & Presentation [R/T]	6	2	1	1	1	1	-	6
9	Live Broadcast [R/T]	6	2	1	1	1	1	-	6
10	Drama Production [R/T]	2	1	1	-	-	-	-	2
11	Camera - Shooting Technique [T]	3	2	1	-	-	-	-	3
12	Sound Engineering [R/T]	2	1	1	-	-	-	-	2
13	Directing [T]	2	-	-	1	-	1	-	2
14	Editing [T]	3	1	1	1	-	-	-	3
15	Video Dubbing Technique [T]	2	-	1	1	-	-	-	2
16	Presentation [R/T]	2	1	-	1	-	-	-	2
17	Cataloguing/Library Management [R/T]	2	1	-	1	-	-	-	2
18	Program Production Course [RT]	8	2	2	2	1	1	-	8

SL	TRAINING COURSES	TOTAL SLOTS	TOTAL PERSONNEL TO BE TRAINED						
			2005	2006	2007	2008	2009	2010	Total
19	Children Program Production [RT]	3	1	-	1	1	-	-	3
20	Set Designer Course [T]	2	1	-	1	-	-	-	2
21	Audio Engineering [RT]	4	2	1	1	-	-	-	4
22	Camera & Lighting [T]	5	2	1	1	1	-	-	5
23	Special Effects Course [T]	2	1	1	-	-	-	-	2
24	Broadcast Management Course [RT]	1	-	-	-	-	1	-	1
25	Set-lighting [T]	2	-	1	-	1	-	-	2
	Total	87	28	20	21	10	8	-	87

R=Radio, T= Television, R/T=Radio/Television

4. NEWS & CURRENT AFFAIRS DEPARTMENT

SL	TRAINING COURSES	TOTAL SLOTS	TOTAL PERSONNEL TO BE TRAINED						
			2005	2006	2007	2008	2009	2010	Total
1	Daily Reporting [R/T]	6	2	2	2	-	-	-	6
2	News Reading [R/T]	6	1	2	2	1	-	-	6
3	Investigative Reporting	4	2	1	1	-	-	-	4
4	Audio/ Video Editing [R/T]	4	2	1	1	-	-	-	4
5	News Management [R/T]	1	-	1	-	-	-	-	1
6	Diploma in Journalism [R/T]	2	-	1	-	1	-	-	2
7	Current Affairs Production [R/T]	4	1	1	1	1	-	-	4
8	Advanced Course in Graphics [T]	2	1	-	1	-	-	-	2
9	Basic ENG Camera Works/ Sound [T]	4	1	1	1	1	-	-	4
10	Web Writing [T]	2	1	-	1	-	-	-	2
11	PG in Journalism	1	-	-	-	-	1	-	1
	Total	36	11	10	10	4	1	-	36

5. TECHNICAL DEPARTMENT

SL	TRAINING COURSES	TOTAL SLOTS	TOTAL PERSONNEL TO BE TRAINED						
			2005	2006	2007	2008	2009	2010	Total
1	Troubleshooting SW Transmitter	2	2	-	-	-	-	-	2
2	Troubleshooting FM Transmitter	2	1	-	1	-	-	-	2
3	Troubleshooting TV Transmitter	2	2	-	-	-	-	-	2
4	Basic Induction Course	6	3	2	1	-	-	-	6
5	Transmitter Installation	2	1	1	-	-	-	-	2
6	Repair of Radio/TV Equipment	2	-	1	1	-	-	-	2
7	Maintenance of Non-Linear Editing	2	1	-	1	-	-	-	2
8	Audio-Video Measurement	2	1	-	1	-	-	-	2
9	Digital Radio	2	1	1	-	-	-	-	2
10	Sound Engineering	3	1	1	-	1	-	-	3
11	Lighting Technique	3	1	1	1	-	-	-	3
12	Network Administration	2	-	1	1	-	-	-	2
13	RF Fundamentals	3	1	1	1	-	-	-	3
14	Camera Technique	5	1	1	1	1	1	-	5
15	System Analyst	2	1	-	1	-	-	-	2
16	PG in Management of Technology	2	-	1	-	1	-	-	2
17	PG in Electronics Engineering	2	-	-	1	-	1	-	2
18	Digital Transmission	2	1	1	-	-	-	-	2
19	Broadcast Engineering	3	-	1	1	-	1	-	3
20	Satellite Uplink Course	2	1	1	-	-	-	-	2
21	Maintenance of Fibre Optic	1	-	1	-	-	-	-	1
	Total	52	19	15	12	3	3	-	52