



EBU International Training
Assembly
Connecting Broadcasters'
Macro vision with its Micro reality

Programme

ZDF, Mainz, Germany
19 and 20 October 2006



Organized in partnership with ZDF





Business

Objectives:

- to review EBU International Training 2006 achievements,
- to work together and exchange views on training and development issues.

For whom:

- Heads of training, development and international relations.
- The Assembly is open to EBU member organizations only.

More information on www.ebu.ch/training



Thursday 19 October

08:20 Bus departure from the hotels

09:00 – 09:15 Registration & coffee

Chairman Irena Kidybinska, Television Academy, TVP Human Resources & Development, Poland and Chairperson of EBU International Training Steering Committee

09:15 – 09:30 **Welcome address by Dr Michael Winter, Deputy Director of Administration, ZDF, Germany**

09:30 – 11:00 Session 1 – Decipher the Broadcasters' strategy

The better we understand the broadcasters macro strategies the more efficient the work of Training & Development will be. However, we should bear in mind that the overall strategy is a complex framework. It is influenced by a legal frame, tough competition, PSB remit renewal as well as corporation and division objectives. All these have to be taken into account when choosing the training processes.

- What to do with the strategy of your broadcasting organization? How to translate it into training plans, projects and actions? How to ensure that the entire organization goes in the same direction?
- When there is no clearly formulated company strategy, how to identify it? How to plan for the unknown?
- How to bring guidelines and values into the heart of what we do?

Three case studies will illustrate this session.

09:30 – 10:00

RTE, Ireland
by Gerry Moloney

RTÉ has been through major changes in recent years. A completely new organisational structure was created resulting in 6 Integrated Business Divisions (IBD's); RTÉ Television, RTÉ



Radio, RTÉ News and Current Affairs, RTÉ Publishing, RTÉ Performing Groups and RTÉNL plus a Corporate HQ. The company has produced a Five Year Strategic Plan and a set of objectives underpinned by business needs which in turn determines the training & development needs. One of the key initiatives for RTÉ Television is Value for Money so it is important that all training is relevant, cost effective and aligned to our business objectives.
Including questions & answers

10:00 – 10:30

HRT, Croatia by Nela Gudelj

- How to identify the poles of development
 - How to identify solid projects
 - How to identify your partners
- Including questions & answers

10:30 – 11:00

BBC process by Peter Hallard

BBC Training works in alignment with the overall BBC values and objectives and the objectives of each BBC division. The alignment between the demands for training and development, the available budget and the strategic objectives of the organization is now a whole process which involves extensive discussion around the BBC.
Including questions & answers

11:00 – 11:30

Coffee break

11:30 – 13:00 Session 2 – Connect micro reality to macro vision

How to ensure that the training process supports the overall strategy of the organization while at the same time making space for personal development of the professionals?
Training is a process: what kind of recipe to use?

- build on strengths and share best practises
- define objectives and target audience
- How to set up a proactive process
- How to ensure the best mediation

11:30 – 12:00

CFTV, TV Training Centre of TSR, Switzerland by Daniel Pasche

Working in Television requires mastering a set of skills and grasping a thorough understanding of what the other professions are doing. The Training Centre for Television is an ambitious project to achieve the integration of new staff.

12:00 – 12:30

SR, Swedish Radio, Sweden by Ingela Ekblom

A 6-year plan enhances collaborative work in all layers of SR and becomes an integrated component of the organisational culture:

- In the digital age, collective creativity and innovation are essential to make better quality programmes. It goes beyond the traditional team building.
- Values and framework of the plan were established at top management level. Local management in cooperation with field professionals had to find ideas and implement the plan. The process is top-down (seminars, website, support) and bottom-up (local projects with goals for permanent change, transfer of best practises).
- Lessons learnt & examples of best practises.

12:30 – 13:00

Discussion



Business

13:00 – 14:30

Lunch

14:30 – 17:00 Session 3 – Workshops

Participants work on various topics

Workshop introduction

by Peter Hallard, BBC, United Kingdom

Workshop 1

Personal Branding or how to enhance employability moderated by Hans Maas, Media Academie, the Netherlands

Whether inside or outside your broadcast organisation, today everyone needs to demonstrate more flexibility and employability: It could be for your current job enhancement, for a negotiation or even for a new job search outside the broadcast industry. How to recognise your strengths and talents? How to better value them when talking to a non-field-specialist?

This is an interactive workshop where attendees develop their own 'personal brand'. Personal brands are based on authenticity. Who am I? What do I want? What's my goal? These are fundamental questions to find authenticity. The workshop goes from 'inside out' to 'outside in'... and participation as well as openness are essential during the workshop.

Hans Maas managed an Internet company and several interactive departments for NOB and Endemol. Since 2003, he is Head of Media Academie – partner for the Dutch public broadcasters and represents them at the EBU.

Workshop 2

Talents house or how to find new creative ideas for TV programmes

moderated by Marita Lewening, Eva Appel & Ingeborg Feilhauer, ZDF, Germany

Since 2004 ZDF's Creative Fund Committee (Kreativitätsfonsausschuss, KfA) runs special assets of ZDF to initiate and support individual creative potential and processes as a separate part of the broadcaster's organisation. The USP can be described on the one hand with a proximity to the mindset of the house's own programmes and on the other hand with a quite clear distance to the normal hierarchical structures. As such it is part of ZDF's idea of 'Talents House'.

Following the conclusion that programme innovation necessarily and permanently needs a good amount of creative input we would like to present to you new ways of finding and selecting ideas for TV programmes. Are you curious about how this may work? Do you like a playful and hands-on approach? Three exercises and a final voting will show you some interesting tools to put creative processes of tv-making into operation. Be aware that everybody is able to come up with new - and sometimes surprising - ideas for TV programmes!

Marita Lewening is Commissioner of ARD/ZDF Media Academy. She joined ZDF Human Resources as an adviser in 1988. Since 2005 she is mainly in charge of building up a Media Academy, to be jointly operated with ARD. Outside ZDF, she is actively promoting training at various associations, both at national and international level.



Eva Appel worked for 5 years as an editor/producer at Drama Division of ZDF, TV series. Since 1998, she has been working as editor-in-charge/producer developing daily formats and realizing pilots of new formats. In 2004 Eva was elected chairwoman of 'Creative Fund Committee'.

Ingeborg Feilhauer has been working in ZDF Drama Division, theatre and music since 1991. She developed new formats and was in charge with producing several programmes. In 2004 Ingeborg Feilhauer was elected deputy chairwoman of 'Creative Fund Committee'.

Workshop 3

VRT profiling or how to stimulate the energy of an entire staff

moderated by Edwin Brys (Radio) and Kaat Desmet (Television), VRT, Belgium

This workshop is a collective, interactive session on the theme of developing innovation and stimulating creativity on the level of an entire staff or a large department. At the radio, we introduced the Story Scan, a practical tool to escape from traditional radio reporting by stimulating a more unexpected, original and creative approach in covering topics of all kind.

The R&D department is a space for innovation, for exploring new concepts in television making and for talent management. Creative consultancy is assured by programme-makers who receive a mandate for this for a certain period. A knowledge centre collects and inventories the know-how in the company.

Edwin Brys has worked for more than 20 years as a journalist and radio producer for radio documentaries at the VRT and started up the EBU Master School for Radio Feature, with EBU International Training. He has been in charge of the Radio Training Department for many years.

Kaat Desmet has been leading the Training and Development Department of VRT television for many years. She also developed a network of creative coaches in the company. Now she manages the new R&D department, stimulating creative culture and innovation throughout the company.

Workshop 4:

Proactive Training: a response to business needs. The Hutton case: from a CD ROM to BBC School of Journalism

moderated by Alex Gerlis, BBC, United Kingdom

This workshop will look at the emergence of the BBC College of Journalism. The College came about after a dispute between the BBC and the UK Government, but it has had a remarkably positive effect on BBC journalism and on journalism training in the BBC. The workshop will look in-depth at two major training programmes which had a significant impact on the nature of journalism training in the BBC and helped effect its moves from a culture where training was seen as something that was 'nice to have' to be a central aspect of the BBC's journalism.

Alex Gerlis is Head of Training in the BBC College of Journalism. Prior to that he had been a broadcast journalist in the BBC for over twenty years.

17:00

Departure to the hotels

19:30

Dinner



Friday 20 October

- 08:50 Bus departure from the hotels
- 09:30 – 10:15 Session 3 – Workshops (cont.)**
Presentation of the groups' work
- 10:15 – 13:00 Session 4 – EBU International Training activities**
EBU International Training 2006 highlights & 2007 preparation
- 10:15 – 10:45 **Steering Committee report**
Including EBU International Training website & partnerships; Knowledge transfer & dissemination tools; HD training
- 10:45 – 11:15 Coffee break
- 11:15 – 11:45 **Digital content & audiences: how to combine the digital evolution with an audience hooked on new trends**
by Phil Laven, Director of EBU Technical department, Switzerland
Based on cross-disciplinary seminars : P2P seminar & Broadcast Quality and compression techniques
- 11:45 – 12:15 **The cross-disciplinary project on Digital Newsrooms**
by Carsten Urban, ZDF, Germany and Jean-Noël Gouyet, EBU International Training, France
- 12:15 – 12:30 **Upcoming events**
- 12:30 – 13:00 **Discussion**
- 13:00 – 14:30 Lunch
- 14:30 – 15:30 **2007 themes & topics**
Discussion on main themes and ideas for 2007
Open discussion with participants moderated by Hans Maas, Media Academie, The Netherlands
- 15:30 – 16:30 Elections of the Steering Committee**
- 16:30 End of the Assembly



EBU International Training, an integrated learning platform

Multidimensional

We develop training at European level. What does that entail? We select the most valuable knowledge among Broadcasters and from the private sector across borders. By doing this, we wish to stimulate professionals from EBU Members into thinking beyond their own area of work. They are given exposure to the broader picture.

Decision-makers, engineers and technologists, journalists, producers and marketers are faced with their own challenges. But at the same time they need a better understanding of each other's constraints and requirements and EBU International Training offers an exchange ground for them.

Our learning platform is structured around a set of training formats. We constantly assess your needs and requests and we adapt a format that suits you best: seminars, Master courses, workshops, coaching. Each format generates a different impact, from raising awareness on a pressing issue to delivering real tangible tips. Each format encourages interactivity and we make time for your questions.

Supportive

Through trust and mutual respect, we set up bilateral partnerships with our Members in order to enhance their business development in the long term. Successful person-to-person relationships enable to build tailor-made programmes for each Broadcaster. Beyond traditional circles, we create new networks to support change management and foster innovation.

Over the years, we have built a solid and reliable EBU community of Training & Development Managers.

Integrative

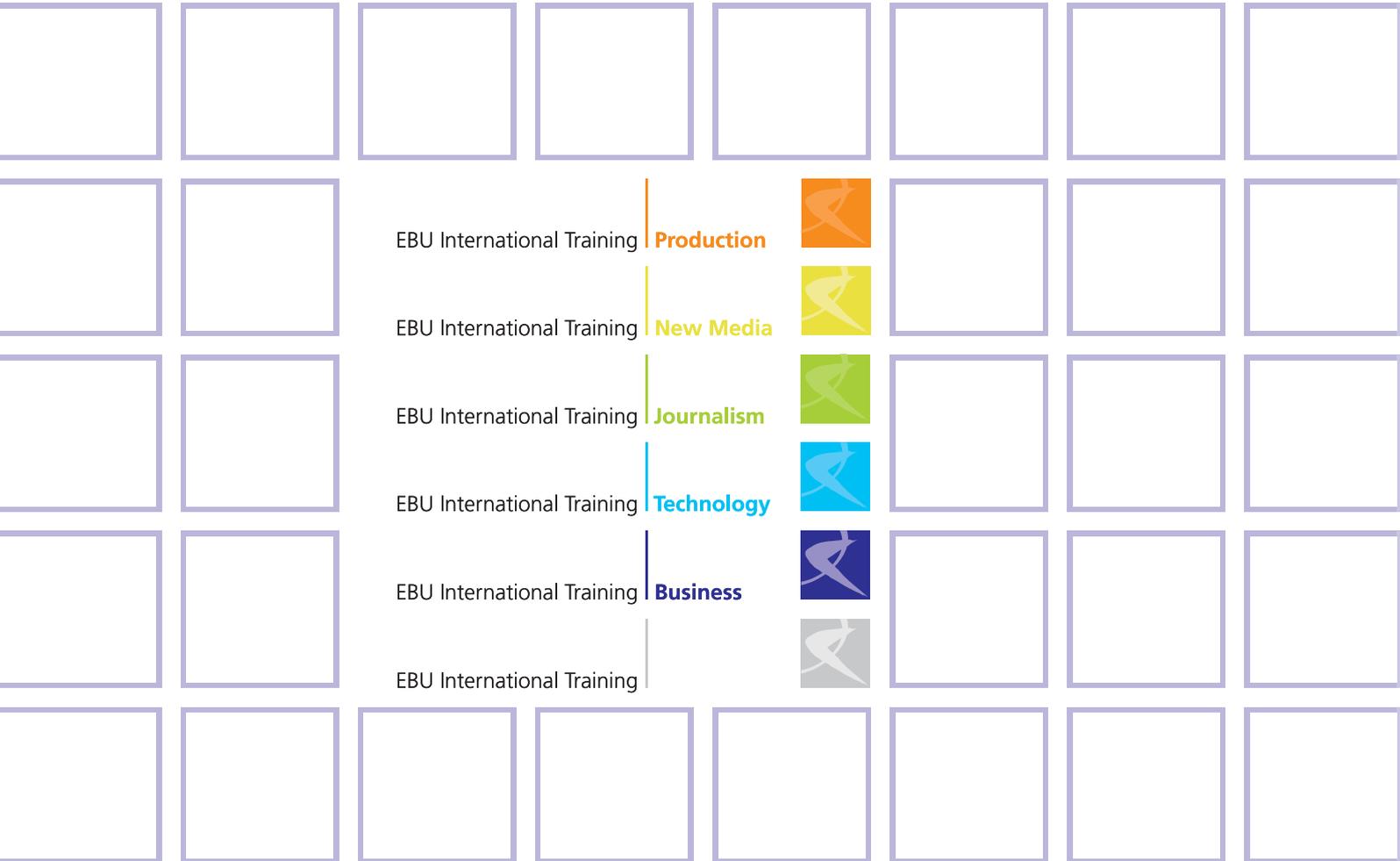
We take life long learning seriously and provide consistency in our training programmes. Your feed back is carefully monitored and is purposely placed back into the training cycle. The added value of the training is your return on investment.

Innovative

Hardly ever two trainings are the same. Our remit is to market the trends therefore creating new content, new ways of presenting and new programmes

Nathalie Labourdette,
Head, EBU International Training.





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