

EBU

OPERATING EUROVISION AND EURORADIO

PSM
VALUES REVIEW
THE TOOL

THE TOOL

UNIVERSALITY

- How do you define universality?
- What does your mandate/legislation say?
- How do you evaluate your performance?
- How do you communicate your performance?
- What are your best practices and longer-term goals?
- What do you do to set yourselves apart from your competitors?

1. AUDIENCE REACH

- Describe your audiences and reach. Specify the various groups you measure (age, gender, background, children's programmes, minority programmes, etc.).
- How do you measure audience size? How do you measure audience reach for cross-media activities?
- What kind of audience research/information do you use?
- Describe how well you think you know your audiences.
- Do you have a legal obligation or privileged access with regard to national events?
- Do you provide international, global services?
- Do you broadcast in various languages?

2. ACCESSIBILITY

- Are you (legally) obliged to provide services for disabled people?
- What kind of services do you provide for the disabled?
- Specify services for:
 - deaf people
 - blind people
 - others
- Are you legally obliged to subtitle your broadcasts?
- Do you have special services for the disabled on your website? (for example: audio version of text). Describe these services.

3. PLATFORM REACH

- Describe your penetration and audience measurement/impact, per platform:
 - radio:
 - TV:
 - online:
 - satellite:
 - cable:
 - broadband/digital:
 - mobile:
 - text:
 - other ways to reach audiences:
- On which platforms have you developed partnerships with other organizations/companies?
- What are the benchmarks?
- Compare yourself with competitors on the platforms mentioned above.
- Based on the statistics, do you think you are successful?
- Do you enable everyone in every section of society to connect with you without thresholds, and enable them to enjoy your content/programming? Do you enable them to contact you? Check and download your reports and react to them?

4. SOCIAL COHESION

- Describe your views on social cohesion and the role of your organization.
- What objectives have you defined?
- In relation to this, what is your performance?
- How do you measure/assess your results?
- Do you have a formal role in educational or cultural activities?
- Is your company engaged in organizing activities or taking initiatives on-air and off-air to serve and connect communities and society?
- Do you cooperate with other organizations, companies, NGOs, or any other groups?
- How do you enable citizens to participate in the public domain?
- How do you tackle accessibility?
- What concrete steps have you taken in recent years?
- Do you report on this and inform your audiences?

INDEPENDENCE

- How do you define independence?
- What does your mandate/legislation say?
- How do you evaluate your performance?
- How do you communicate your performance?
- What are your best practices and longer-term goals?
- What do you do to distinguish yourselves from your competitors?

1. GOVERNANCE

- Describe your governance structure. What is the role of government/parliament in relation to your organization?
- How do you secure and safeguard independence?
- Who defines governance, remit and budget, and how?
- Who appoints your Board, DG, editor-in-chief and/or other people in top positions, or anchors?
- To whom do your Director General or your Board report?
- Do you consider your governance structure fit for your mission and goals?
- What kind of regular reports do you provide for your various stakeholders?
- Are they published?
- What is the role of the external audit?
- What is the role of the regulatory authority in your country?

2. FUNDING

- How is your organization funded?
 - taxes
 - licence fee
 - partly taxes; partly advertising (give percentages)
 - partly licence fee; partly advertising (give percentages)
 - other sources of funding/income:
- On what criteria is your budget granted?
- What kind of longer-term guarantees are there on financing?
- If you have international, global services in addition to your national services, how many are there and how are they funded?

3. (EDITORIAL) DECISION-MAKING

- Have you defined roles and responsibilities with regard to editorial decisions or commercial activities? Are they published?
- Describe obligations placed on editorial decision-making and journalistic activities/programming based on law or on specific rules/demands on PSM.
- Describe obligations placed on editorial decision-making and journalistic activities/programming under specific circumstances based on law or on specific rules/demands on PSM (see also under Serving democracy).
- Do you have a code of ethics/conduct and/or guidelines to safeguard editorial independence? Do you have a code of ethics and/or guidelines concerning non-editorial programming?
- Do you apply the following principles in your day-to-day work?
 - Nothing we do should cast doubt on the absolute independence, impartiality or integrity of our organization.
 - Our reporting and choices are balanced. We do not aim to please or displease any particular sector of our audiences. We are open-minded with regard to any story or event in every part of society. We are not swayed by political or commercial influences or pressure, financial or otherwise.
 - Staff will not actively support or promote causes, politicians and/or political parties or other individuals, commercial interests, etc.
- Are your journalists ever prosecuted (and for what reasons)?
- Do you apply the following basic principle day to day?
 - We protect and support our journalists when they face prosecution or any kind of undue pressure because of sound journalistic work.
- How do you guarantee the safety of your journalists?
- What is the citizens' perception of your independence? How you assess this?

4. TRUST

- Do you measure trust in your organization/programmes? What is the outcome? How does it compare to other media and institutions?
- Do you have others - external institutions - that measure trust and if so what does the result show?
- Is your news programming perceived as trustworthy? Are you considered to be the market-leader for news?
- Does the public perceive your organization as trustworthy?

5. SERVING DEMOCRACY

- Describe your views on the ways your organization serves democracy.
- How do your activities on all of your platforms help citizens stay informed and make up their minds on all relevant issues? How do you measure your results?
- Are there specific rules in your country on election coverage? Describe them.
- Describe the role of regulatory authorities or other bodies overseeing your activities.
- Do you have specific guidelines on election coverage? Describe them.
- Do you consider yourself to be the national point of reference for debate?
- Do you allow all relevant groups in all corners of society to express themselves?

EXCELLENCE

- How do you define excellence?
- What does your mandate/legislation say?
- How do you evaluate your performance?
- How do you communicate your performance?
- What are your best practices and longer-term goals?
- What do you do to distinguish yourselves from your competitors?

1. QUALITY CONTROL

- Do you implement quality control?
- Do you check internal guidelines, activities, the review process, and reporting on this against standards or benchmarks?
- What is the consequence of underachieving? What actions are taken?
- How do you judge excellence? What criteria are used? How does it show up in your programming and schedules and in the way you connect with specific target groups?
- Do you measure types of programming, scheduling and audiences?
- Are you the first point of reference for the public?
- How do you describe your role in enabling audiences to reflect and form opinions on your performance?
- How do you describe your distinctive qualities, professionalism and performance in comparison with those of other media organizations?

2. TRAINING

- How much of your budget is earmarked for staff training?
- How do you organize appropriate training?
- How do you measure follow-up?
- Do you provide training on the safety of your journalists?
- How do you look for and find talent among your staff of professionals or outside your organization? Do you search for talent in, for example, universities?
- How open would you describe communications and the way you inform staff about the organization and its work?

3. OUTSIDE VIEW

- Is there a genuine debate on media quality?
- How do you describe your added value or return on society?
- Do you measure public perception of your organization?
- Can you measure trust? Are you trusted?
- Is there appropriate consultation on significant changes to the organization's policies or services?
- Are you open to remarks from people outside your organization with an interest in the way it works?
- Do you have an outside system run by an external party for handling audience complaints?
- Can you guarantee that complaints are dealt with in a constructive, impartial and effective way?

DIVERSITY

- How do you define diversity?
- What does your mandate/legislation say?
- How do you evaluate your performance?
- How do you communicate your performance?
- What are your best practices and longer-term goals?
- What do you do to distinguish yourselves from your competitors?

1. PROGRAMMING

- Describe your strategy and choices on creating a diverse approach to audiences and programming; include your philosophy and actions on cultural diversity.
- Can programming be described as inclusive?
- Describe your range of activities, output, that reflects your ambitions with regard to diversity and plurality.
- Describe how this is reflected in your programmes and content. Could what you do be described as best practice?
- Do you have specific minority programming or content production?
- How much of your programming/content is aimed at specific regions?
- How much of your programming/content is aimed at specific minorities?
- How much of your programming/content is aimed at specific language groups?
- Describe other programming/content aimed at specific groups (age, gender, etc.)
- Do you have a plan of action for diversity? Is this plan published?
- How much of your programming/content is produced by:
 - your own organization
 - companies based in your home country
 - companies based in Europe
 - companies based outside Europe

2. YOUNGER AUDIENCES

- How attractive is your programming/content for younger audiences? Describe reach and market share.
- Do you have specific objectives to increase the attractiveness of your programmes and content?
- What do you do to maintain this attractiveness?

3. ORGANIZATION

- In what way is diversity reflected in your organizational structure?
- Describe your internal range of activities that reflect your ambitions for diversity.
- Do you have an action plan to create a working environment without harassment, discrimination, intimidation?
- Do you recognize diversity in all its forms including age, gender, sexual orientation, race, religion, disability, experience and thinking?
- Are there procedures for staff to address issues?
- Do your staff reflect society and its ever-changing, diverse population?
- Do you report on your achievements on diversity? If so, are these reports published?
- Do external organizations or institutions report on your achievements?

4. OUTSIDE VIEW

- Describe possible cooperation on the diversity issue with creative industries, civil society, the business sector, other organizations, neighbouring countries/organizations.
- Can success and results be measured?
- Describe public appreciation, rewards, ratings.
- Describe possible differences compared to competitors.
- Describe your distinctiveness.

ACCOUNTABILITY

- How do you define accountability?
- What does your mandate/legislation say?
- How do you evaluate your performance?
- How do you communicate your performance?
- What are your best practices and longer-term goals?
- What do you do to distinguish yourselves from your competitors?

1. TRANSPARENCY

- Do you have editorial guidelines?
- Do you have social media guidelines?
- Where are they published?
- Do they reflect best practice?
- How do you ensure financial transparency?
- On which costs (events, rights, salaries, etc.) do you specifically report?
- Do you provide the citizens with an easy accessible and understandable version of your reports?
- Do you have a vision or goals document and if so, is it published and how?
- Do you have a complaints committee, or an ombudsman? If so, how are they established? Who appoints them and to whom do they report? Are they considered to be independent of higher management/board?
- Describe the procedure. Describe the number and nature of complaints, and the outcome of these complaints.
- Is your organization represented in a national press council or a similar institution?
- Is there an on-air right to reply or any equivalent?

2. LISTENING

- How is the organization held to account?
- What is the role of the regulator?
- How do you engage in debates with your stakeholders, your audiences?
- In what issues do you involve your audience? How often?
- Do you have a (formal) procedure to include audience feedback? If so: is this published?
- Do you have a (formal) procedure for audience reactions to management decisions? If so, is this published?
- Do you have an external system for examining complaints?
- How do you follow up on audience feedback?
- Do you have an advisory council or a body, comprising representatives of the audience/users? If so, how are its members elected? What is their mandate? Describe their most recent observations.
- Do you measure the perception of trust and programme/content quality? Do you publish the results?
- Do academics/observatories/institutions and regulators produce (periodical) reports on your performance? Are they published?

3. REPORTING

- How and how often do you report on your value to society and the value for the individual?
- Describe government powers to call for information
- What kind of efficiency targets do you work with?
- Do you publish your objectives? Do you report on the achievement of your annual objectives and performance?
- Describe your mechanisms for internal accountability? How are individuals in your organization held accountable?
- Do you publish a list of companies and consultants that work for your organization?
- What are the latest actions taken by your organization to improve its accountability?

INNOVATION

- How do you define innovation?
- What does your mandate/legislation say?
- How do you evaluate your performance?
- How do you communicate your performance?
- What are your best practices and longer-term goals?
- What do you do to distinguish yourselves from your competitors?

1. CONTENT

- What kind of initiatives do you undertake regarding content innovation?
- What kind of formats/content do you consider to be innovative?
- How much of your budget is devoted to content innovation?
- How does your internal structure reflect the need/ambition to be innovative?
- What time horizon do you use for projects on content innovation?
- Do you consider innovation and creativity as a structural part of your organization?
- Do you consider yourself to be a cross-media organization?
- What platforms do you use? What role is there for you on social media?
- Do the different platforms relate to each other?
- How do staff participate in innovation?
- What kind of incentives are there to be innovative?
- Do you share content outside of your organization? On what basis?

2. TECHNICAL INNOVATION

- What kind of initiatives do you undertake regarding technical innovation?
- What kind of initiatives/products do you consider to be innovative?
- How much of your budget is devoted to technical innovation? And to research & development? How does this relate to budgeting in the last three years?
- How does your internal structure reflect the need/ambition to be innovative?
- Do you consider innovation as a structural part of your organization?
- How do staff participate in technical innovation?
- What kind of incentives are there to be innovative?

3. PARTNERSHIPS

- Do you engage with the creative industry in your country?
- In what way does the creative industry contribute to innovation within your organization?
- How would you describe your contribution on innovation and creativity to society as a whole and the different segments of it?
- How would you describe your return on society regarding innovation?
- How do you connect with your audiences? Can they contribute?

4. IMPLEMENTATION

- What kind of tools do you use to train your staff to be innovative?
- How much of your budget is involved?
- What kind of objectives (KPIs) do you use?
- Describe the way change is managed within your organization.
- Is there a process to define who owns the rights on inventions/innovation?

